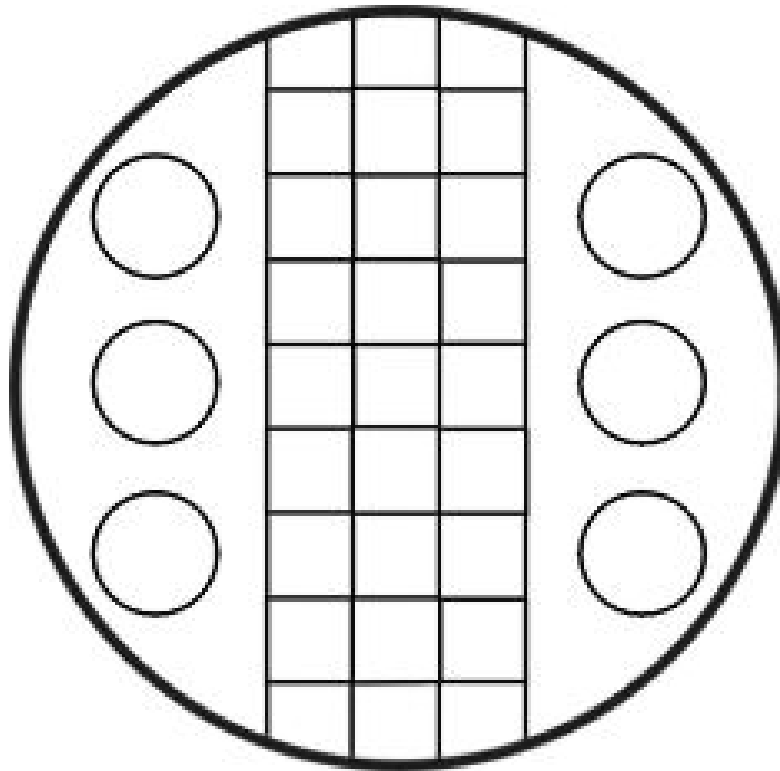


The Society for Creative Anachronism, Inc.



**Chancellor of the Exchequer
Kingdom Officer's Reference Handbook
October 2007**

Chancellor of the Exchequer Officer's Handbook
October 2007 Edition

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INTRODUCTION

THE OFFICE OF THE KINGDOM CHANCELLOR OF THE EXCHEQUER

Holding the Office of Kingdom Chancellor of the Exchequer (Kingdom Exchequer) is not nearly as daunting as it may initially seem. Common sense rules apply to everything. 99.9% of anything you will be doing is covered in this handbook, and the Society Exchequer and the other Kingdom Exchequers are there to help you with the other 0.1%.

The duties of the Kingdom Chancellor of the Exchequer are the same as a branch Exchequer regarding the Kingdom books, with a few additional responsibilities:

- Manage the branch exchequers; including monitoring quarterly reports, answering questions and helping them understand their responsibilities.
- Make Financial Policies for the Kingdom branches to use – they may be more restrictive than Society Financial Policy (SFP), but they cannot be less restrictive.
- File the consolidated Kingdom Financial report annually.
- Remember that it's okay to say 'no' if the rules say you have to. Expenses must be allowable, but they don't always have to be desirable.
- Never lose your sense of humor.

PURPOSE OF THIS HANDBOOK

The purpose of this handbook is to give Kingdom Exchequers guidance in fulfilling their offices as a Kingdom Greater Officer of State. It is presumed that any Kingdom Exchequer has had some prior experience as a branch Exchequer, and therefore this handbook won't repeat instructions already in place in the Branch Exchequer's Reference Handbook. **This handbook is meant to be used by Kingdom Exchequers as an addition to the Branch Exchequer's Reference Handbook.**

SCOPE OF THIS HANDBOOK

This handbook covers the procedures used by Kingdoms of the Society for Creative Anachronism, Inc. to manage Kingdom-level accounts and local branches that are part of that Kingdom. This handbook does not cover affiliate corporations. SCA, Inc. Governing Documents (Corpora, By-Laws, SCA, Inc. Corporate Policies) and Society Financial Policy (SFP) in effect are published separately. They are available from the Corporate Office, or on the SCA's website, <http://www.sca.org>. These rules are referenced throughout this handbook, using the citations currently in effect at the time of printing.

In all cases, the official policy currently in effect overrules any instructions contained within this handbook.

CONTENTS OF THIS HANDBOOK

This handbook describes the duties of the Kingdom Chancellor of the Exchequer (or more commonly, Kingdom Exchequer), and common procedures for performing those duties. Kingdom Exchequers need not be accountants, but they should possess the basic skills required to balance a checkbook, some moderate Microsoft Excel experience, and ideally some managerial or supervisory experience, especially regarding volunteers.

Some places in this handbook will use terms like 'sufficient', 'approximate', etc. In these cases, it would be impossible to account for every possibility or circumstance, so we won't try. Here, the Kingdom Exchequer is expected to use their own best judgment, although they can still contact their superior officer for guidance.

Where official policy is referenced, the actual citation will be included to assist the reader in finding the actual text of the policy.

All the standardized forms used by the SCA at the time of publication are available on the SCA's website, <http://www.sca.org>, in the Exchequer section, or from the Society Exchequer via email at exchequer@sca.org. Directions for using those forms can be found in the appropriate Exchequer's Reference Handbook.

The Kingdom Annual year-end report Excel workbook(s) will be delivered to you each year before the year-end report season begins. The directions for using the forms in this workbook are included in this handbook in Chapter 7.

FORMAT CONVENTIONS

Report form names are in **bold**; lines on the reports are in *italics*.

We will use the term 'branch' to mean the part of the SCA, Inc. for which a report is prepared or from which you are receiving a report. This can be a regular branch, or it can be a special account managed by a deputy to the Kingdom Exchequer.

In citations, "Society Financial Policy" is abbreviated **SFP**, and "SCA, Inc. Corporate Policies" are abbreviated **CP**.

CHAPTER 1: KINGDOM EXCHEQUER RESPONSIBILITIES

Congratulations! Your Kingdom has deemed you an exceedingly trustworthy and responsible person! They consider you capable of managing the assets belonging to that kingdom and managing the financial responsibilities of branches within that Kingdom. That is something of which you should be proud!

Remember that this is a job with real-life responsibilities. You risk prosecution if you are found to have falsified records or embezzled money (basically, personal use of corporate funds). However, everyone who takes this office is assumed to be capable and trustworthy.

This chapter is designed to familiarize you with your new office. Please read it thoroughly when you are asked to take office. Afterwards, you should only need to refer to it occasionally. If you have any questions that this handbook does not answer to your satisfaction, contact your Society Exchequer for guidance. If there is some problem with a procedure due to the unique nature of a particular branch or local laws, the Society Chancellor of the Exchequer may grant written variances to established policy. Submit your request for a variance in writing, describing your situation, what isn't working, and what you think would be an acceptable solution.

This is not an overwhelming job if you keep on top of it.

I. STATED RULES TO HOLD OFFICE

The following are the stated rules for holding the office of Kingdom Chancellor of the Exchequer. Any additional training or experience is a plus, but not necessary to the satisfactory performance of the office's duties.

A. Membership

You must be, and remain, a paid national member of the SCA, Inc. or an affiliated organization in good standing. (SFP II.A)

B. Age

You must be at the least the age of majority in your place of residence. The Society Exchequer approving must know your age before approval. (CP II.C.2)

C. Access

You must receive your Kingdom's newsletter at your place of residence. This is to ensure that you have access to any news, changes in Kingdom Law, and changes to policy or procedure distributed via the Kingdom Newsletter. If you don't hold a national membership that includes a Kingdom Newsletter (like Associate or Family), someone else at your residence must. (Corpora I.D.2, VII.K.3)

D. Approval

You must be acceptable to the Crown and Society Exchequer. The Crown and the Society Exchequer sign the warrant for Kingdom Exchequers.

The Crown and the Kingdom Exchequer sign the warrants for Exchequers within that Kingdom, including Deputy Kingdom Exchequers. (Corpora VII.K.1)

E. No Other Offices

You must not also hold the office of Seneschal of a branch or Guild principal of a guild unless you have a written variance from the Society Exchequer. (SFP III.B)

It is strongly suggested that you not hold any other office in your kingdom. This office entails significant responsibilities. Holding other offices may become too much work, or create a conflict of interest.

F. Separate Place of Residence

You must not live at the same address as any other signatory on the accounts you manage. (SFP II.D)

G. Non-Royalty

Royalty (King, Queen, Prince, Princess, Heir, or Heiress) may hold no other office during their reign. (Corpora IV.G.8) Royalty may not be listed as signatories on any account. (SFP II.F) Royalty is defined as Sovereign, Consort, or Heir. This means that Kings, Queens, Princes, Princesses, and Principality Heirs may **not** be a signatory on any Society account while they are so titled.

If you, as Kingdom Exchequer, are entering a Crown tournament, you should have designated a successor who is acceptable to the Society Exchequer and the Crown and ready to serve. If you win, then you can transfer the office in an orderly fashion, and immediately remove your name from all accounts that list you as a signatory. Principality Exchequers should be held to the same requirement for both Crown and Coronet tournaments.

NOTE: Because Kingdom Exchequers are signatories on many accounts within the Kingdom, it may prove a hardship for the branches within your Kingdom should you enter and win. Please consider the work the branches will need to complete to quickly remove you from their accounts when contemplating entering a Crown Tournament while you are Kingdom Exchequer. Same for Principality Exchequers if the account signing responsibility has been delegated.

H. Non-Landed-Baronage

Non-Landed Barons and Baronesses (also known as Court Barons and Baronesses) may be Exchequers. Territorial Barons and Baronesses may not be Exchequers of their own Barony (Corpora V.B.4). Territorial Barons and Baronesses may be Exchequer for other higher entities, such as a Kingdom guild or the Kingdom itself.

II. ADDITIONAL REQUIREMENTS TO HOLD OFFICE

A. Responsibility

You must be willing to be responsible for the financial activity of your Kingdom, including but not limited to:

- Receiving and disbursing funds as approved by Society and Kingdom Policy and the Kingdom Financial Committee;
- Denying funds for improper and unapproved expenses;
- Keeping accurate records of the Kingdom's assets and accounts;
- Keeping track of and maintaining the Kingdom's non-cash assets;
- Managing local officers and deputies, including imposing sanctions or other corrective action where necessary;
- Communicating frequently with the branch exchequers, the Kingdom administration, and the Society Exchequer;
- Communicating as needed with the Society Seneschal and the Board of Directors, and
- Submitting and publishing required financial reports as they come due.

These requirements are listed so that only those who want the job will take it. People who don't want the job usually don't do very well for very long. Both the Request for Warrant form and the Financial Warrant Form have a list of responsibilities included. Anyone taking this office needs to be aware of these responsibilities, and accept them willingly.

B. Neutrality

You must be willing to work with people, no matter who they are, and stay out of personality conflicts. No one gets along with absolutely everyone else all the time, but you must be willing to at least be civil with everyone. Money can be a political tool if used improperly, and we must minimize opportunities for accusations of "playing favorites" with the money.

C. Willingness to Learn and Follow the Rules

You must be willing to learn and understand the policies and procedures for financial accounting used by the Society and your Kingdom, and willing to teach them to your deputies and successor.

This is to encourage everyone who takes this office to know how to perform the duties required by this office, and to pass that knowledge on to their successors. Handbooks, even this one, are no substitute for one-on-one teaching.

The person who is responsible for enforcing the rules must also know the rules.

D. Additional Experience

You must have Exchequer experience at some level of the Society or outside experience in accounting or similar financial position in another organization. Because we do not use formal accounting methods, some accountants have had issues resolving the differences between their professional training and our procedures. It has proven better to work your way up to this position from local positions.

E. Conflict Resolution

You must be willing to step into other peoples' conflicts and try to help them find a solution, or, in worst case, impose a solution on them.

In rare cases, the people involved cannot resolve their own problems. If the problem involves the Exchequer or money, you may be asked to step in and arbitrate. This may be especially hard if you know the people involved, but you must remain impartial and confine yourself to the facts as much as possible. How you solve each problem is up to you, but you must be willing to step in and impose a solution, even an unpopular one. If you find yourself unable to be objective, find a neutral third party (such as the Kingdom Seneschal) to arbitrate between the parties.

F. Leadership skills

You will be managing a team of volunteers remotely. Some amount of leadership skills is necessary to help pull this off. Leadership can be as simple as being a good cheerleader, providing support and compliments when someone does well, and correction when someone doesn't. The branch exchequers look to you for guidance and information regarding their own jobs. When in doubt, treat the branch exchequers as you would want yourself to be treated in the same situation. Make sure that all decisions you make are **fact-based**, or **provable**. Do not consider any intent other than the

best when looking at difficult situations. Everyone can do the nicest things, and still have situations go bad, and they shouldn't be faulted for what they could not control.

III. WARRANTS

A. What Is a Warrant

A warrant is certification by the Society Exchequer and Crown acknowledging your acceptability to perform the duties assigned to you for a period of time. It is also a legal document affirming your relationship with the Society for Creative Anachronism, Inc. When you sign a warrant, you are certifying that the person named has the responsibility to carry out the duties of the office for a period of time.

A warrant may be issued by you and the Crown at any time for branch exchequers and deputies, singly or by roster. Kingdom Exchequer warrants are always done singly, using the Financial Warrant form. There is usually a limit on the number of times a warrant may be renewed for Kingdom officers, but this varies by kingdom. Warrants normally last for two or three years with options to extend year-by-year.

There are two types of warrant: formal and roster. Both are just means of showing endorsement to hold office and one person can be on a roster warrant and have a copy of the formal warrant at the same time.

1. Formal

Formal warrants use the form that is in Appendix B of Corpora. Exchequers use the Financial Warrant. These warrants are one to a person. The format is such that it looks official, outlines the rights and responsibilities, and can be shown to people outside the organization as an official document.

2. Roster

Roster warrants are a document that list the office and term, contain the required signatures, and then list contact information for every person that fits that office for their branch. These forms wouldn't be shown to people outside the organization as an official document.

If roster warrants are used and a person is dropped from the roster warrant, that person must be notified in writing that they are no longer listed on the roster warrant.

B. When Are Warrants Used

If the office changed hands before a warrant could be signed by all parties, this office is taken on a temporary basis not to exceed three months. During this time, the officer is styled as "Acting" Exchequer.

Warrants must be applied for within 30 days of agreeing to take the office, preferably before the office changes hands. There is a Request for Warrant Form available on the SCA website for requesting a warrant, or your Kingdom may have a specific form they use. Please fill out the standard Request for Warrant form completely, attach the information requested, and send in to the Society Exchequer. It is important that you either obtain a copy of your warrant, or that you confirm that you are on the Society Exchequer's roster of warranted Exchequers. The warrant is important. If you don't have one, it's possible that the Directors and Officers liability insurance may not cover you for all your actions undertaken in office. Also you may need a Warrant when dealing with banks.

The following information is requested on the form: Identity, Verification, and Endorsement.

1. Identity

Legal (modern) name, home address, mailing address (if different), and home and/or work phone numbers are required on the warrant form. Work phone number and e-mail address are optional. This information is not normally distributed except to officers and royalty.

2. Verification

We need verification that you are who you say you are. If your state or province prohibits copying these documents, then have someone else witness the information and sign that they are witnessing the ID. Your local copy shops should know the rules regarding copying IDs in that state.

3. Endorsement

We need to know that the Seneschal and anyone else required by your kingdom law and policy are willing to have you as one of their fellow officers. A letter accompanying the warrant request form will show this.

IV. FIRST DUTIES WHEN ASSUMING OFFICE

A. Obtain a Warrant

The first thing you should do is get your warrant signed. Kingdom Exchequer warrants are signed by the Society Exchequer and the Crown of that Kingdom.

You should submit a completed Request for Warrant and a filled-out Financial Warrant, with the Crown's signatures, to the Society Exchequer before assuming office. The incoming Kingdom Exchequer should also send a copy of their

résumé, both modern and SCA, to the Society Exchequer as soon as possible if it wasn't done during the application process.

B. Review the Records

The second thing you should do is go through the records. Organize them to your liking or leave them organized as they are, but understand the method. If a book review wasn't done prior to your taking office, arrange with the Society Exchequer to have one done as soon as possible.

C. Prepare the Last Quarterly Report

The third thing you should do is find the most recent completed report, and try to do a report for the same time period from the books. Compare what you did to the actual report. If it's different, find out why (what you missed, or what the filed report missed). It's good practice for using the report forms.

D. Designate an Emergency Deputy

The fourth thing you should do is get an emergency deputy in place. Depending on the circumstances of your taking office, your predecessor may be available and acceptable to the Crown to perform this function for you for a short while. You should try to get someone else to take this position within six months, however, as your predecessor will probably need a break.

V. REGULAR DUTIES

Regular duties include: managing the assets which have been entrusted to your keeping - including funds, assets, and files; informing the Corporation of the status of the Society's money through standard reports; informing the populace of the status of Kingdom-level accounts via Kingdom newsletters; reimbursing approved valid receipts; and protecting the tax-exempt status that the SCA, Inc. currently enjoys.

Management duties include: managing the local branches and other accounts within the kingdom - either personally or through deputies; helping other officers who handle funds with the records and reports that need to be maintained; and keeping files of information for each branch or account within the Kingdom. This is covered in Chapter 2.

Other less well-known or acknowledged duties include preserving the reputation of the Society by seeing that any debts incurred are recovered promptly; managing investigations into misappropriation of funds; imposing sanctions when appropriate and necessary; and answering any questions regarding proper financial activity and reporting. Recovering debts is covered in Chapter 10; investigations are covered in Chapter 11; and sanctions are covered in Chapter 12.

The following procedures are designed to make your life easier, rather than harder. It takes more effort to guess than it does to follow established guidelines. Above all, use your common sense.

A. Managing Kingdom Assets and Accounts

Kingdom money is kept in bank accounts. Kingdoms may also have non-cash assets. Managing cash and non-cash assets is covered in the Branch Exchequer's Reference Handbook.

Kingdoms may have other accounts as well, such as safety deposit boxes, or arrangements with storage companies. Treat safety deposit box accounts as any other two signatory account.

Only signatories may sign checks. All income should be deposited in the bank within 7 days, and must be deposited within 14 days for amounts over \$50. Amounts under \$50 must be deposited in the bank within 30 days. (SFP XII.A)

1. Investment Planning

Most kingdoms have large amounts of money. In order to take advantage of this money, it should be invested to realize a return on the investment. There are several options available from banks, including savings accounts, CDs and money market accounts. It is not advisable to invest in stocks without approval from the Treasurer and/or President of the SCA, Inc., as the risk to the principal is higher than any investment instrument offered by a bank.

First, figure out how much cash you need to keep in the checking account to do business. Frequent movements between investments and checking to pay the bills will remove the interest opportunity and perhaps cause extra fees to be charged. Try to keep an amount equal or greater to the amount of ordinary expenses paid in a quarter or half year period in the checking account so that if you need to pull funds from investments, it would have to be quarterly or semi-annually, and you can plan for when your investments may become available to coincide with these time periods.

a. Savings

Most savings accounts don't offer much interest unless there is a sizeable principal. This should be used to hold funds that need to be kept available at all times. Chances are that getting a checking account that pays interest would be a better bet, but it is worth noting as an option.

b. Certificate of Deposit (CD)

CDs are very popular as forms for saving money. Longer term CDs for larger amounts of money pay higher yields in interest. One popular method is to have half of the total amount to invest in annual CDs with high yields, and the rest in semi-annual or 3 month CDs that have staggering maturity dates. This way, every three or six months there is an opportunity to pull funds from a CD coming due without penalty.

c. Money Market

Banks have different forms of money market accounts – some treat them like high-yield checking accounts, and others treat them more like CDs. Investigate whether these investments would fit your kingdom's need and not cause undue charges if funds need to be removed at any time.

2. Budgeting

Kingdoms are definitely large enough to require annual operational budget planning. Some kingdoms run events through the kingdom account – and each event should have a pre-approved budget. Operational budgets need to be developed during the fourth quarter for the next calendar year. Here are some suggested ways for developing budgets. Once approved, budgets should be published to the populace in some manner, either in the Kingdom newsletter, or on the Kingdom website.

a. Income

Most kingdoms are fortunate enough to have a large war with a stated profit split that can be used as a basis for the annual income. These are mandated by the financial policy for the event, or must be predicted on past performance. The rest must survive on kingdom event profit splits, investment income, and solicited donations. Make sure you know the expected income and from where it will come when you start your budget process for a year.

For example: Kingdom A can expect \$5000 from a large interkingdom war, plus another \$1000 from kingdom event profit splits (2 crowns, 2 coronations at \$250 each means \$1000), and \$250 in interest income from rolling CDs. Their estimated annual income for the next year is \$6250.

For example: Kingdom B can expect \$1500 from kingdom event profit splits (2 crowns, 2 coronations, and 2 other specially assigned kingdom-level events), \$200 from interest income, and \$300 from general kingdom fundraising. Their estimated annual income for the next year is \$2000.

b. Expenses

Most kingdoms spend most of their operating expense money on royal travel each year. Some kingdoms also allocate funds for their officers to travel to kingdom events or Society officer meetings. Most kingdoms also have funds for special projects, such as regalia improvement, but those funds usually don't have standard annual budget allocations.

i. Officer Travel

Officer travel funds are usually easy. If a kingdom wants to pay for their officers to travel to events they are required to attend (seneschal to Coronation and Crown, Earl Marshall to Crown, etc.), the kingdom can determine how much they're willing to contribute to that required travel and allocate that much. Some officers (seneschal, exchequer, herald, etc.) also have annual or semi-annual Society-level officer meetings that they should or sometimes must attend. This should be factored in if possible and if the kingdom can afford it. One way to estimate these are to figure average round-trip driving distance at \$0.14 per mile for the kingdom events, and \$300 airfare for the society events, and if the kingdom custom allows for it, two nights at a hotel at around \$90/night.

ii. Royal Travel

For Royal travel funds, most of the standard allocations are already a part of Kingdom Financial Policy, and therefore any changes have to be approved by the financial committee, the Society Exchequer, and then the Board of Directors. It has been helpful to make changing the allocations less than simple, but if a change needs to be made, the mechanism is such that it can be accomplished within a few months depending on the timing of the change and Board meetings.

It has been helpful in most places to allocate specific funds to each couple to avoid issues with sharing the funds between couples. If the royal pair is not a couple, it may also be helpful to give each person half of the normal travel fund to keep things simple. Each travel fund would get a standard allocation (usually set in Kingdom Financial Policy) at specified times during their tenure as royalty.

One way to calculate how much the royal travel fund allocation should be is to determine how much travel the average royal couple is expected to do, and then estimate costs based on kingdom custom. First, determine the cost of an average trip halfway across the kingdom by estimating mileage across the kingdom. That becomes your average trip mileage figure.

- Required in-Kingdom Mileage: Multiply the mileage figure by the number of events they are required to attend during their tenure.
- Optional in-Kingdom Mileage: Multiply the mileage figure times the number of optional events the royalty customarily attend during a normal reign.
- Out-of-Kingdom Mileage: If there are out-of-kingdom events that the Royalty is required to attend (such as an interkingdom event), it may be necessary to add an amount to represent average airfare for two people from a major airport to the destination.

- Hotel costs: Some events would be based on whether it is customary for royalty to stay in hotels while traveling and whether the events involve camping.
- Food: Costs would be determined by kingdom custom.
- Event Entry Costs: Typically, Royalty do not pay for event entrance in-kingdom. This is usually limited to the actual Royal family, and does not include retinue or attendees. Royalty visiting another Kingdom may or may not pay entry costs. Pennsic does not comp anyone entrance. Should your Kingdom choose to pay for event entry fees, the cost would be reported under fees unless you send a check using the Kingdom account to the other branch for the entrance amount as a transfer.

Total all these figures up. This total would then be how much money it is expected that the royalty will spend during their tenure. Then a decision can be made as to how much of that total would normally be funded by the Kingdom, and then that becomes the allocation for the royal travel fund for each reign. The Financial Committee can determine by travel category how much the Kingdom will cover, for example: 100% of travel in-kingdom, and 50% of travel out-kingdom, no food, and only up to \$50 per night for hotel accommodations.

The royalty can do fundraising in order to facilitate doing any travel over and above the allocated amount. Most royalty does, and one kingdom requires that the royal travel fund be replenished each reign by royal fundraising efforts.

It may be helpful to make these figures available to prospective entrants into Crown Tournaments to enable them to plan for their reign's expenses before they enter the tournament.

3. Heraldic funds

Some kingdoms have separate accounts for the Kingdom's heraldic submission funds, but most of them have a sub-fund within the Kingdom account. In some kingdoms, the submitter pays the original submission fee to the local branch herald, and the branch exchequer then transfers the funds to the kingdom account. In all kingdoms, the kingdom heraldic fund receives the submission funds and transfers a set rate per submission (\$4 at the time of writing) to the Laurel Exchequer along with paperwork for each submission, called a Letter of Intent (LoI). Every kingdom charges more than \$4 per submission so there is some profit involved for processing submissions.

There are also some services that are set up by the heralds to manage the submission evaluation path. One service is called the Squidpack (the person that started that service up was known as the Kraken herald, which is a kind of giant squid). This service takes in several Kingdom LoIs, and then sends them out to the commenting groups in a giant packet. (Otherwise, each kingdom would have to keep track of the mailing information for each commenting group itself, which is less efficient). Each packet is produced, and the cost is split evenly by all the participants. The Kingdom Exchequer would be asked to pay their part of the fee for each Squidpack. As such, there are no specific receipts, but there is an invoice that is used to justify the payment. This is all an accepted procedure and all funds to pay for the Squidpack come out of the heraldic funds collected from submissions.

B. Managing Local Assets and Accounts

Kingdom Exchequers are required to be signatories on all accounts within their Kingdom, although this can be delegated to deputy officers, such as predecessors in the office. If the transition between the previous officer and the current officer was smooth, it may be helpful and convenient to allow the local branches to change the outside signatories as they change local signatories. However, if the prior officer left under undesirable circumstances, the signature cards should be resigned to add the current officer as soon as possible after the office has changed.

C. Communication

It is *crucially* important that you communicate well and often with your superior officers, and also with your fellow Kingdom officers. Lapses in communication always result in less-than-fortunate circumstances, and only make you look bad. Too much communication is more often better than not enough. Here are some tools that assist with keeping the Society Exchequer and your fellow Kingdom officers informed.

1. KEXCH@LISTS.SCA.ORG

The Society Exchequer maintains an email list of all Kingdom Exchequers, the Treasurer, the finance ombudsman to the Board, all Society-level deputies, and other knowledgeable people as he or she sees fit. This list will be used to disseminate news from the Society Exchequer, as well as for questions from the Society Exchequer to help determine the best path or policy for certain situations.

You can ask to have your emergency deputy included on this list, as well as Principality Exchequers. It is at the Society Exchequer's discretion whether to include them.

You can use this list to post questions so that others may comment and help you find a solution. If you have a question that is confidential, you can still email the Society Exchequer personally.

2. Officers' Meetings

You should make every attempt to attend such meetings of the Kingdom Officers as may be held during their term. There may also be meetings of the Kingdom Financial Committee, and these should be attended as well.

3. With the Society Exchequer

You should contact and inform the Society Exchequer of any issues arising regarding misappropriation of funds immediately after you are contacted. A week before the end of each quarter, give the Society Exchequer a brief status of any investigations currently taking place in your kingdom. The Society Exchequer includes a section in their quarterly report to the Board detailing the status of ongoing investigations so being ahead of the game and sending it in a few days before the report to the Board is due will be greatly appreciated.

4. With the branch Exchequers

You should make every effort to keep your branch exchequers informed. Letters in the Kingdom newsletter are an excellent way to disseminate information. So are kingdom email newsgroups. Email lists that are limited to just the branch exchequers and private are a good way to be able to discuss sensitive issues, as well as having meetings around the kingdom to allow discussion of financial issues and problems that the local officers face.

5. With the Populace

You should make every effort to keep the Kingdom's populace informed. Letters in the Kingdom newsletter are an excellent way to disseminate information. So are kingdom email newsgroups targeted to the general populace. You should be available by phone and email to answer questions from the populace.

D. Creating Advances of Funds

When someone presents you with a request for funds, first make sure the Financial Committee approved the proposed expense, either individually or as part of a budget. If not, present it to the Financial Committee. They may approve it after the fact, or reject it. Make sure that the estimated costs look reasonable.

Some Kingdoms have specialized advance request forms with places for signatures on the forms. If not, consider creating one.

If the person needing the advance would like to use a gift card at a specific vendor instead of a check, that is allowable. The gift card amount is treated as an advance, and receipts and/or the gift card with unused credit must be returned within 60 days of the advance.

E. Reimbursing Receipts

When someone presents you with a receipt, first make sure the Financial Committee approved the expense, either individually or as part of a budget. If not, present it to the Financial Committee. They may approve it after the fact, or reject it. Original receipts are preferred; copies of receipts are acceptable if no originals are available; cancelled checks or credit card statements may be used only as a last resort with an additional signed statement of what the expense was and why there is no receipt. Use a Cash Voucher / Reimbursement Request Form to help organize these requests.

If the expense was approved, then attach a reimbursement request to the receipts if one isn't already attached, write on the form what it was for, the fund it is being paid from, the date reimbursed, and the check number. Some Kingdoms have specialized reimbursement request forms with places for signatures on the forms. If not, consider creating one.

If the receipts are attached to a Cash Advance Request Form, write on the form the date the advance was reconciled.

F. Creating Receipts

When we receive money of any kind, we should at minimum give a receipt to the donor. A receipt book should be present at the gate of all events to provide receipts for those who request them. There is a suggested Acknowledgement of Donation & Receipt form available on the Society Exchequer's website at www.sca.org for direct donations, although any receipt will do as long as the following information is included: donor contact information, recipient contact information, and donation description. There is also a letter template available on the Society Exchequer's website at www.sca.org, which thanks the donor for the donation. The more grateful we are, the more we will be likely to get repeat donations.

NOTE: The donor provides the value for any non-cash donations.

There is no penalty for failing to provide written acknowledgement for contributions. However, the easier we make it for people to donate, the more donations we will receive.

G. Keeping Records

In order for someone to pick up the office when you leave, you must keep an orderly file. You are also required by modern law to keep accurate, up-to-date records of all financial transactions. If you keep your records on a computer system, make sure that you regularly make and keep hard copy and electronic backups.

Remember that these records are public, and anyone can request to see them at any time. Schedule an appointment with a person who makes such a request, and keep it. You don't have to meet with them alone, you can bring along your Seneschal for backup. If the situation becomes hard to handle, refer them to your superior officer for arbitration. Constant reports to the branch on the financial status will go a long way towards preventing these kinds of situations.

There are seven items you need to keep in the files: Transaction Records, Reimbursed Receipts, Copies of Filed Reports, Bank Statements, Financial Committee meeting minutes or notes, list of non-cash assets, and Correspondence.

If your Kingdom maintains a web server or some other sort of central data store, copy your electronic files there periodically as an additional backup.

1. Transaction Record

The easiest way to maintain a transaction record is by using accounting package software or by hand in a columnar spreadsheet. A checkbook register is a much-reduced version of a columnar spreadsheet.

2. Reimbursed Receipts

You may choose to keep track of reimbursed receipts by placing them in envelopes for each time period (such as quarter, or year, depending on activity level), or by fund, or both (mark duplicate receipts as such). Clip together receipts that were reimbursed in the same check with information on the check issued. Keep all receipts for seven years. Event receipts may be kept separately to assist future event planning. Mark each file or envelope with the time period.

3. Copies of Filed Reports

Keep copies of all the reports you have filed back for at least seven years. This is for historical purposes, and also in case the report gets lost in the mail. Your Seneschal will also have copies in case yours gets lost or destroyed (because you have been giving them copies). Also keep copies of any Transfer Forms you have sent out for the previous and current year.

4. Bank Statements

Keep all the bank statements in your files (only send copies with your reports). Also keep any other correspondence with the bank, such as bounced check notices, change in account notices, etc. If you use additional paperwork when reconciling the account, keep it with the bank statements in your files for easy access.

5. Financial Committee meeting minutes or notes

Keep all the meeting minutes or notes from the Financial Committee meetings to prove approval of any expense or other activity. If transactions are approved via email, print out the emails as proof of decision and put them in the files.

6. List of non-cash assets

A list of the location and quantity of all items that the branch owns should be updated and filed at least yearly.

7. Correspondence

It is a good idea to keep copies of all correspondence you send or receive for historical reasons. This includes your Request for Warrant form, your Warrant, and printouts of any emails dealing with the office.

H. Participating in Reviews of Books

The Society Exchequer or their deputy must review the books of a Kingdom according to Society Financial Policy. This may occur at one of the Kingdom Exchequer Symposiums, or at an event. The review of books process is described in depth in the Branch Exchequer's Reference Handbook.

I. Compliance with Corporate Requirements

Whenever there is a requirement for branches to comply with a corporate requirement, the Kingdom Exchequer is responsible for ensuring that compliance. You will let the branch exchequer know what the requirements are for any corporate procedures.

For example, if there is an event surcharge in effect, such as a Non-Member Surcharge (NMS), you should send copies of any forms used to report those surcharges as directed by the Society Exchequer. You are responsible for making sure that every branch holding an event that qualifies for the surcharge calculates and sends in the appropriate amount according to the procedures in effect at the time. This oversight may be delegated to a deputy, but the final responsibility remains with you.

Any event held by a branch of the SCA, Inc. where there is a charge for attending will collect a non-member surcharge of US\$3 or CDN\$4. All branches are to collect this fee from anyone entering the event that cannot prove membership in the SCA or an affiliated organization. This fee is then sent with event attendance information to the Kingdom Exchequer or their designated deputy. Each quarter a report listing the events and attendance, along with a check made out to 'SCA, Inc.', is due to the Corporate Office in Milpitas. See Chapter 8 for more information.

J. Running Kingdom-level Events

In a number of Kingdoms, the Kingdom Exchequer is also responsible for managing the finances for Kingdom-level events. In those cases, the event is to be run just like any other event. Instructions for running events can be found in the Branch Exchequer's Reference Handbook.

If people request refunds at the gate, get their name and address, wait until their check clears the bank, then send them a refund check. Do not attempt to return an attendee's check; it may create problems for the autocrat and exchequer. Do NOT issue cash refunds ever.

VI. FINANCIAL REPORTS

A. Contents - Quarterly

Quarterly Reports to the Society Exchequer include:

- *Financial statements for Kingdom-level account activity during that quarter - balanced.*
- *Reconciled bank statements for the last month in the quarter for all Kingdom-level accounts.*
- *List of current variances granted and reasons for the variance.*

First, second and third quarter reports and scanned bank statements may be sent via email to the Society Exchequer.

The fourth quarter report on the kingdom-level accounts is to be cumulative (just like a local branch year-end report) and the signed pages and bank statements are to be sent to the Society Exchequer via mail or fax. Kingdom account reports are to be signed by the Exchequer, and may be signed by the Kingdom Seneschal for the files according to kingdom custom and preference.

It may be possible to have copies of the bank statements sent directly to the Society Exchequer (or the Kingdom Exchequer for local accounts). A drawback to this is that the receiving officer has to sort and match up the bank statements with the reports, rather than getting everything in one packet. This should be a mutual choice between the Kingdom Exchequer and either the Society Exchequer or the branch exchequer whether to pursue this.

Communication regarding the status of individual branches should be sent to the Society Exchequer as the situations occur, not just at quarterly report time.

B. Contents - Year-End

Year-End Reports to the Society Exchequer include:

- *Revised Financial statements for Kingdom-level account activity for the entire year*
This report must balance, and be signed by the Kingdom Exchequer.
- *Spreadsheet workbook detailing financial statements for each account in the Kingdom, separated by country and province or state*
Previous figures must match those filed for the previous year. This report must balance, and Transfers In-Within Kingdom must equal Transfers Out-Within Kingdom. The Society Exchequer provides this workbook to you each year.
- *Completed detail worksheets for the entire Kingdom*
- *A list of variances currently granted to both SFP and Kingdom Financial Policy with reasons for each variance*
- *Status reports on the local branches*
- *A narrative describing any situations of which the Society Exchequer should be aware*

C. Recipients

- *Society Exchequer*
- *Kingdom Seneschal*
- *King and Queen*

D. Due Dates

Any variances to these due dates must be requested from the Society Exchequer in writing or via email from your Kingdom Seneschal. Quarterly reports can be either cumulative or sequential, but the fourth-quarter report must be cumulative.

- *First Quarter: April 30*
- *Second Quarter: July 31*
- *Third Quarter: October 31*
- *Fourth Quarter: January 31 (cumulative)*
- *Year End: March 15 (Consolidated)*

The first three pages of the year-end report *for the Kingdom-level accounts only* must be signed by the Kingdom Exchequer and sent to the Society Exchequer for the files. Because the Kingdom report may change based on the local reports, a revised copy should be sent in when the Kingdom cumulative report is submitted. The Kingdom Seneschal is not required to sign the reports, although they can.

E. Extensions

If there will be a delay in delivering the Kingdom year-end report to the Society Exchequer, an extension may be requested. This request must come to the Society Exchequer from the Kingdom Seneschal. This is to make sure that the Kingdom Seneschal is aware of the situation.

F. Failure to Report

If a Kingdom Exchequer fails to turn in a report as scheduled without prior notice or by the end of an extension, that kingdom may be required to replace the Kingdom Exchequer and pay expenses for either the Society Exchequer or a deputy to finish the report.

VII. SELECTING A SUCCESSOR

Each Kingdom has their own way of selecting officers. It is important for the Kingdom Exchequer to be approved by the Financial Committee, even if they are not selected by that Committee. In emergencies, the Kingdom Exchequer

emergency deputy can assume the duties of the office, but a normal advertising and application process should then begin to find a more permanent replacement for the officer that is leaving.

Advertising in the Kingdom Newsletter and on the Kingdom email lists are sufficient to getting the word out that applications are being taken. It is a good idea to make sure that the application period advertised in the Kingdom Newsletter leaves adequate time for a prospective candidate to get the newsletter in a third-class mailing and have a few weeks to prepare their application. Due to the lead-time involved for some newsletters, getting the announcement to the Kingdom Chronicle 6 months before the warrant ends is good.

VIII. LEAVING OFFICE

A. *Voluntarily*

When your warrant is coming to an end in the next six months, start the advertising process. Make sure that an ad is published in your Kingdom newsletter at least once, with a sufficient lead-time and deadline for applications to allow anyone to apply. Ask for modern and Society résumés or activity summaries. Hold to the deadline. Not making an application during the advertised period is a warning flag that they might not be ready to hold a Kingdom-level office.

If you find yourself unable to finish your term, at least 3 months notice should be given to the Society Exchequer, the Kingdom Seneschal, the Crown, and the Kingdom Chronicle so that a request for applications may be published in the Kingdom Newsletter immediately. If you have to step down before your warrant ends for any reason (family, health, job, stress levels), it is **always** better to take yourself out of the office before it becomes necessary to remove you to protect the Kingdom. You don't have to give a reason why you need to step down. It is enough that you need to pass on the office and are acting before the situation becomes an emergency. The more lead time you can give the Kingdom to find a successor, the better it will look for you and the better it will be for the Kingdom.

You have the option of leaving office at any time. However, remember that the account must be reviewed when you leave office and you are required to turn over all records within thirty days. If you are leaving office when a report is due (especially the year-end report), please consider helping your successor compile the report to ensure that everything is balanced when you leave.

When a successor is chosen according to Kingdom custom, the following steps need to be taken to transfer the office:

1. **The outgoing Kingdom Exchequer should start the warrant process for the incoming Exchequer before they step down.**

It is considered polite to make sure that your successor has all their paperwork done before they take office.

2. **Assets, books and records should be turned over to the successor at the time of or before the office change.**

These books and records should be in good order when turned over, and be reviewed by your successor officer, the Kingdom Seneschal, or someone else appointed by the Society Exchequer.

3. **Signature cards for the Kingdom-level accounts should be updated before the office change.**

It is unfair to your successor to have them unable to sign checks when they take the office.

B. *Temporarily*

If a situation arises where you will be unable to complete the duties of the office for not longer than two months (such as for an extended vacation out of the country, or maternity leave), you can ask for a short leave of absence. Asking for a leave of absence because you won Crown or Coronet will most likely not be granted. You will have to step down. Being out of the office that long is really a resignation anyway. It is highly recommended that Kingdom Exchequers not compete in Crown Tournaments (this is Kingdom Law in some Kingdoms), especially since all signature cards will have to be changed **immediately** if you become Royalty at any level. Sudden changeovers in Kingdom offices are situations to avoid if at all possible.

The request for a leave of absence should go to the Society Exchequer, the Kingdom Seneschal and the Crown. It may be the joint decision with you that you should step down, depending on the situation. It is always better to handle things in advance and then perhaps come back to the office later, than it would be to abandon the office and have other people scramble to pick up the pieces later.

In order to have a leave of absence approved, you will need:

- An acceptable emergency deputy in place and warranted that can take over the duties while you are unavailable. That person has to respond that they know the situation and feel comfortable taking over the duties for the short term.
- A plan for if your leave becomes permanent on how to finish the transition of the office files and other assets. If your absence turns into longer than the expected maximum, you should take care of your personal business and let the emergency deputy handle any necessary transition to either advertise the position formally, or be warranted as the Kingdom Exchequer.

C. By Request

If it has been requested by anyone other than the Society Exchequer or the Crown that you leave office for reasons with which you don't agree, contact the Society Exchequer. Unwilling removal from office is not taken lightly, and only the Society Exchequer or the Crown may remove a Kingdom Exchequer "for cause". If you receive such a request verbally, ask for a letter detailing why you are being requested to give up the office. Contact the Society Exchequer as soon as you receive any such request in writing. No action may be taken until the request is placed in writing and received by the Exchequer who is being requested to leave office.

D. Removal for Cause

Any Chancellor of the Exchequer may be removed at any time for any of the following reasons:

- 1. Violation of modern laws and regulations**
- 2. Violation of Society By-Laws and Policies**
- 3. Failure to comply with Kingdom Law and Policies**

Actions that violate modern laws and regulations will result in the Exchequer and the evidence being turned over to the modern legal authorities. Immediate revocation of the Exchequer's warrant is mandatory.

The Society Exchequer (or a designated representative) will attempt to resolve problems relating to compliance with Society By-Laws and Policies, or Kingdom Laws and Policies. Most cases are not intentional. In some cases, a variance may be issued to allow for continued operation either until the problem can be corrected, or until an alternate solution can be found and approved. If, after several attempts, the problem is still not resolved, the Society Exchequer may revoke your warrant, the cause being the continued violation of the By-Law, Kingdom Law, or Policy after notification. If there is no designated successor, the emergency deputy will need to step up until a proper call for applications can be executed.

CHAPTER 2: MANAGING DEPUTY AND LOCAL OFFICERS

One of the most interesting parts of the Kingdom Exchequer position is to manage all the other exchequers in the Kingdom. Some are direct deputies with specific sets of responsibilities, and some are branch exchequers with a wide variety of responsibilities depending on the branch.

I. BRANCH EXCHEQUERS

Each branch must have a warranted Exchequer to remain a valid branch (Corpora III.C.7). The branch exchequer should be managing all the funds and assets owned by that branch. They can, in turn, have deputies that you must warrant to help them do their jobs, such as property masters and emergency deputies. Make sure you keep a current warrant (either roster or single, see below) for at least one person in every full-status or incipient branch in your Kingdom.

It is a good practice to keep yourself informed about the financial state of all accounts in your Kingdom. When you take office, contact each local officer to introduce yourself. Ask him or her he or she needs from you to keep doing the job well for the local branch. You may be the first one to do this, especially if you had to take over the Kingdom office suddenly.

You should make every attempt to keep the branch exchequers informed of policy and Kingdom Law changes that affect them, as well as make sure the locals can get hold of you if necessary within reasonable limits. You can set office hours at events (especially large ones or wars), and set office hours when you will accept calls from the branch exchequers. Publish these limitations in the Kingdom newsletter and on any appropriate email lists, but remember that this will not eliminate calls or discussions outside your office time. However, it will probably reduce the calls and emails greatly.

II. DEPUTIES TO THE KINGDOM EXCHEQUER

Deputies may be appointed as you see fit. A deputy who can assume the duties of the Kingdom Exchequer on short notice must be in place throughout the term of office. Other deputies may be appointed and removed as required. The Kingdom Exchequer is responsible for training all deputies in the duties they are assigned. Most deputies are either Equipment Masters (Royal Chamberlains), or regional deputies.

Deputies are people that you appoint to help you carry out the duties of your office. You are still responsible for making sure that those duties get performed, even if you don't do the work yourself. You and the Crown warrant your deputies.

Local officers may have deputies as well. You and the Crown would warrant those deputies, so there may be multiple financial warrants for each branch.

One special deputy manages the Kingdom Newsletter account. Another special deputy is your Emergency deputy. Kingdom Exchequers must make sure that competent people hold both of these positions. The Emergency deputy should be kept up-to-date on all things going on in the office, and the Kingdom Newsletter Exchequer needs to make sure you are kept up-to-date on all things going on in their office.

A. *Emergency Deputy*

It is required that you have an emergency deputy (someone who can take over for you in case you suddenly become unavailable for a period of time). If there is no emergency deputy, the responsibility for reporting falls to the Kingdom Seneschal until they can find a replacement Exchequer. It is also your responsibility to train a successor to the best of your ability. This handbook is intended to help. The emergency deputy may also be your successor. This person should be able to understand your bookkeeping system and take over for you if you must suddenly leave the office. Having a deputy also gives you someone to talk with about confidential financial issues.

B. *Kingdom Newsletter Exchequer*

The Kingdom Newsletter finances are an important responsibility. There is a responsibility to get the newsletter out, as it is a Corporate subscription. Currently the Kingdom Newsletter finances are folded back into the Kingdom Exchequer reporting hierarchy. You are responsible for warranting a competent person to handle the Kingdom Newsletter finances. This *may* be the Kingdom Chronicler, if they want the job, are capable, and the Society Chronicler approves. However, that would most likely be rare as producing the Kingdom Newsletter is a large job in itself and adding the financial management to the mix could make problems. Note: the Kingdom Exchequer does not have veto power on who can hold the office of Kingdom Chronicler. But just on who is the Kingdom Newsletter Exchequer.

If the Kingdom Newsletter Exchequer changes, the new contact information needs to be forwarded to the Corporate Office so that the next stipend check can go to the right person for deposit.

C. Principality Exchequers

For Principality Exchequers and their immediate deputies, the Kingdom Exchequer and the Crown still sign the warrants. The Crown may delegate signing authority for warrants to Territorial Princes and Princesses (Corpora IV.E.3), but the Kingdom Exchequer cannot.

D. Other Kingdom-Level Deputies

You may want to recruit additional deputies and assign them to specific tasks. Common examples are: Chamberlains (who take care of regalia), Equipment Masters (who take care of the kingdom's equipment, usually storage and maintenance), NMS Deputy (who tracks and processes all branches who collect NMS payments), Regional Deputies (who manage branch reporting within a specific area), Review Deputies (who assist in doing branch book reviews), and Stock Clerks (who take care of inventory). It is common for the branch's chatelaine or gold key to keep some branch equipment such as loaner garb or feast gear. People in charge of the non-cash assets don't necessarily have to store the equipment; just keep track of where it is and its condition. They also usually arrange for the equipment to appear when and where needed, and to go back into storage after use.

Remember, the responsibility for fulfilling the duties of the office of the Exchequer rests with you and not with your deputy. You can delegate the work, but not the obligation that you assumed when you accepted the office.

III. COMMUNICATION

You will have to be able to give directions clearly, and most often it will be remotely. If you have a difficult message to deliver, try to do it in person, and if not, over the phone. And most of all make sure of your facts first.

In person meetings are the best because of the addition of body language to the whole communication package. In person meetings also send a message that the person you are meeting with is important enough to you that you've made the effort to meet with them in person. Sometimes just making the effort to hear them is the best thing you can do for someone. Make sure you take notes. If nothing else, it sends the messages that you are a) taking them seriously, and b) holding them accountable for what's in the notes.

Voice communication is second best as messages in the tone of voice can be delivered. Messages can still be misunderstood, especially on an unclear line. Make sure that you follow up phone calls with an email or a letter that restates the main points of the conversation. This is to make sure that everyone understood the conversation, and can help you if there is a discrepancy.

Remember that email is the least common denominator of communication – the only thing sent is the words and maybe emoticons.

It is *crucially* important that you communicate well and often, not only with your superior officers, but also with your fellow Kingdom officers and with your local officers. Lapses in communication always result in less-than-fortunate circumstances, and only make you look bad. Too much communication is more often better than not enough.

You or your designated deputy should respond to all inquiries in a timely manner, which for email means within three days of the email receipt. It is enough that when you get an email requiring some research, that you reply immediately with an estimate of an answer. If you need a week to find the answer, you can buy yourself some time by responding immediately and stating the estimated timeframe for the answer. If you can't get them the answer within your estimated timeframe, let them know before the time is up and give them a new estimate. No one can say they are being ignored while they get email updates every few days, even if all the update says is "Sorry, still working on it, will try for next week."

You will need to maintain regular correspondence with the Exchequers within the Kingdom. This may be accomplished via the Kingdom Newsletter, direct mailing, or via email, according to Kingdom custom and the officer's preference.

Make sure that any official announcements you make via email are also published in the Kingdom newsletter as soon as possible after the announcement.

A. Mailing Lists

1. Known World Exchequer list

There is a generic exchequer list that is used by all exchequers at all levels. At the time of writing, this list was being hosted at groups.yahoo.com under the name SCA-Exchequers (<http://groups.yahoo.com/group/SCA-Exchequers/>). This list has a place to share files (such as report templates or articles) and polls that are used for surveys. Some branch exchequers will use this list to find their Kingdom or regional officers, so it's a good idea to become subscribed to this list if you aren't already.

2. Kingdom-specific exchequer lists

You may maintain an email list using groups.yahoo.com or some other mailing list software. Several Kingdoms already have this set up, so you would only be managing access to an existing tool. If your kingdom does not have an exchequer-specific mailing list, and you would like to have one, go ahead and set one up, and invite your branch exchequers to the list. You can also invite the Society Exchequer, but he or she may decide not to participate.

B. Distributing Starting Year-End Report Forms

You are responsible for distributing the official year-end report forms. The Society Exchequer distributes the Excel workbook with the starting numbers to you each year sometime in early December.

For each branch or other entity that exists as of the end of the year, fill out the **Comparative Balance Sheet numbers** in the *Start* column. Also, fill in their **Comparative Balance Worksheet, Inventory Worksheet, Regalia and Asset Removal Worksheet** and **Depreciation Worksheet** with the items reported last year. Send them out to the branch Exchequers as soon as possible after you have filled them out. You can do this via paper in the postal system or via email with an attachment for the Excel form workbook. Remember, items mailed across international borders take longer to arrive. For example, mail to Canada from the U.S. takes 2 to 3 weeks.

C. Collecting Financial Reports

You are responsible for making sure all Exchequers within the Kingdom submit the proper reports to their superior officers. Sometimes the superior officer is you.

1. Kingdom Exchequer or a designated representative will collect financial reports from the Exchequers within the Kingdom.

Quarterly and year-end reports, as well as event financial and attendance reports are due as required by Kingdom Financial Policy. The reporting Exchequer should send copies of these reports to the Seneschal on the Financial Committee. If the reports are sent via email, please send a quick reply acknowledging receipt so that the sender knows the report has been received. If the report is received via the mail, either a quick postcard or a phone call to let them know you have received the report would also be polite.

2. If a report is more than a week late without prior notice, the Exchequer and the Seneschal or Guild principal are to be contacted to warn them about possible suspension.

Each Kingdom has its own procedure for suspending branch activity for non-reporting. The Kingdom Seneschal is responsible for actually suspending any branch. Work with the Kingdom Seneschal to correct the situation.

3. Any report cannot be considered complete until all required information is submitted.

If an incomplete report is received, the Exchequer should be notified immediately so they may submit the rest of the report as soon as possible. This includes signatures. It is acceptable to take in emailed reports and have the signed papers follow.

4. All reports should be reviewed on a timely basis to uncover any potential problems or irregularities.

Just collecting the reports without reviewing them is setting yourself up for problems during the year-end report. If they send you a report and you don't look at it, and that report proves later to have issues causing rework, you have no one to blame but yourself.

5. Inform the Society Exchequer (or their deputy) that you have received acceptable Kingdom Newsletter reports.

The Society Exchequer (or their deputy) will notify the Corporate office that the Kingdom Newsletter report has been received so that the next stipend check will be sent. If the Kingdom Newsletter financial report is not received, the stipend may not be sent. This may not always be the case, however, at the time of writing, this is how the system works.

D. Distributing Corrected Versions of Financial Reports

After the final year-end report has been compiled, submitted to the Society Exchequer, and returned when the Society's year-end report is submitted to the accountant, make sure you return the final versions to the branch exchequers. You can also give them versions as you have entered them into the year-end consolidated workbook for them to use as a starting point for the first quarter report of the next year.

It is important that they receive updated versions of their reports (year end and quarterly) with any changes, along with the reasons for those changes. This enables them to learn from mistakes and not make the same ones over and over because they didn't know that you fixed it and why.

It is also helpful if you distribute a list of the most repeated errors to all the branch exchequers, without naming who made those errors. Reducing those errors can then be a goal for the next reporting period.

E. Collecting Corporate Surcharges and Reports

You are responsible for making sure that all events are reported correctly to the Corporate Office. This requires communication with the branch exchequers to ensure that all qualifying events are reported promptly and properly. You can delegate the tracking process, but you are still responsible for making sure that the reports and checks are turned in on time. It is a benefit to the Society Exchequer if you could email your sorted report when you send the printed report and check to the Corporate Office. See Chapter 8 for information on using the report form.

You **can** send the report and check to the Corporate Office with the numbers and funds for all the events in that quarter before you have collected the funds from the branches. Getting the transfers sorted out internally can be done after the funds and event attendance information is sent upward.

F. Kingdom Newsletter Exchequer

You need to make sure that your Kingdom Newsletter Exchequer is getting reports in on time. At the time of this writing, a lack of reporting means the stipend is withheld by the Corporate Office until such time as all delinquent reports are filed properly.

Also monitor to make sure that the invoices from the printing houses are being received and paid promptly. It has already been the case where a printing house has called the Corporate Office looking for payment when payments from the Kingdom Newsletter account went missing, therefore making sure that the Kingdom Newsletter finances are in proper shape is one of the most important things for a Kingdom Exchequer to manage.

Make sure you work with the Kingdom Chronicler on this. The invoices and stipends are usually sent to the Kingdom Chronicler of record, not the Kingdom Newsletter Exchequer (unless they are the same person). Timeliness in transferring these items is crucial to ensuring that not only is the cash flow into the Kingdom Newsletter account stays predictable, but that the payments are getting processed appropriately.

G. Emergency Deputy

Make sure your emergency deputy has access to all your files and knows your passwords. Regularly update them on current issues and projects so that if the worst should happen, they can step in and be productive as soon as possible. If you need to take a break or a vacation for any reason, you can delegate some ordinary business to them for handling for a short time until you come back. This can serve as additional training if they are interested in succeeding you.

Your emergency deputy should be someone who doesn't travel with you – because chances are if something happens to you, it will happen to them too, and that will negate the benefits of having an emergency deputy.

IV. ISSUING WARRANTS/ROSTERING

The Kingdom Exchequer is responsible for warranting all the Exchequers within the Kingdom and any of the Kingdom Exchequer's deputies. Warrants may be revoked for cause for any Exchequer at the discretion of the Kingdom Exchequer and the Crown. However, efforts should be made to find the cause of the problem, not just fire people the first time they mess up. This is a volunteer organization, after all. Being fair during adverse situations will increase people's willingness to volunteer.

Warrants for all Exchequers within the Kingdom bear the signature of the Kingdom Exchequer and the Crown. The duration of warrants for local officers is at the discretion of the Kingdom Exchequer, but is usually for one or two years. The Crown may not determine for a Kingdom officer who they must warrant. Both the Crown and the Kingdom Exchequer have to agree that the person should have a warrant before one may be issued.

If someone is removed from a roster warrant, even if they were replaced on the warrant by someone else for that position during the normal warranting process, they should be informed in writing that they are no longer on the warrant.

The Kingdom Exchequer also warrants any deputies of the exchequer at the local branch, such as those for emergencies or tracking equipment. This is so that anyone who manages SCA assets is covered by a warrant, as well as facilitating if a sudden change of officer needs to happen.

It is not necessary to warrant everyone who holds SCA assets – only those who **manage** the assets: anyone who is responsible for knowing where and in what condition the assets are. They can be the same person, but don't have to be.

V. TRAINING

The Kingdom Exchequer is responsible for ensuring that training is available for all Exchequers in that Kingdom. This may be done through formal regular meetings, training sessions, or individual instruction. This duty may be delegated, but the final responsibility remains with the Kingdom Exchequer. It is in your own best interest to do this for three reasons:

1. Educated Exchequers submit more correct reports, reducing the time needed to correct the reports on your side.
2. Educated Exchequers train each other and their own successors, continuing the trend of correct reports.
3. Educated Exchequers may be interested in succeeding you in this position, or moving up into a regional deputy position.

VI. MANAGING INTERNAL ADMINISTRATIVE FORM TEMPLATES

Each kingdom has developed its own forms for managing internal activities, such as events, deposits, advances, etc. The Kingdom Exchequer should make available standardized forms for these activities. There are several forms that are already in existence that have been developed by other Kingdoms and used in many places. These forms are not required at the Society level, but make reporting within each Kingdom easier and more consistent.

Make sure you are familiar with and agree with the forms that are currently used in your kingdom, and improve them if you feel it necessary. Also make sure that you have some sort of directions on how you want the forms filled out available with the forms, or cover this topic in an exchequer training class.

Here is a list of types of forms currently available on a number of Kingdom websites:

1. Event Budget and Event Report forms.
2. Gate admittance and tracking forms (some include waiver text).

3. Deposit Record forms.
4. Cash Voucher/Reimbursement Request forms.
5. Funds Advance Request and Reconciliation forms.
6. Non-member surcharge submission forms.

VII. REVIEWING THE LOCAL REPORTS

There are several things that need to be checked when reviewing the local reports quarterly, and before you enter them into the workbook for the year-end report. First, the local reports need to be complete, so it's a full picture of what occurred during that quarter. Second, the activity should match what happened during that quarter. Third, the report should balance. Fourth, the detail information should be reviewed for appropriateness, and moved to better reporting spots if necessary.

Consider this a pre-screening for problems – you'll be thankful in February that you caught so many potential issues during the quarterly report reviews.

A. Completeness

Is the report form used the correct one? The forms changed in 2006; make sure that the forms used are the newest ones.

Answer the following questions to ensure completeness: Are all required forms included? Are all required bank statements included? Does the ending cash match the ending balance on the statement?

B. Activity

Does the activity on the report match what actually happened? If the branch held an event, are there transactions reported to support that event, such as event income? Even dollar amounts should be verified.

C. Balancing

If the report does not balance, first, determine how far they are off by subtracting the Change in Net Worth from the Net Income. On the excel workbook for branches, the difference is off to the right of the form next to the Change in Net Worth line. Test the off amount to see which rule it fits below:

1. Determine cause

- a. Off amount equal to amount of one transaction

Can the amount you're off by be traced to a particular transaction? Verify that cash and checks shown as outstanding on the cash reconciliation sheet have been also included on the income and expense sheets and vice versa.

- b. Off amount evenly divisible by 3.

It might be a transposition error (e.g. writing down \$156 one place, and \$165 as the other entry). How do you tell if it's this problem? If the difference is evenly divisible by 3 (or 9, which is how some schools teach it), then it's probably a transposition error. In the example above, the difference between 156 and 165 is 9 ($165-156=9$). Nine is divisible by three. This will always be the case in a transposition error regardless of the amount, even with large amounts. For example, 5146 gets converted into 1546. This is a difference of 3600, which is divisible by 3 (1200). 145623 is converted into 146523 (900 difference, which divides equally by 3). NOTE: This should work even if the transposed numbers are not next to each other.

- c. Beginning Number error

Did they copy the beginning numbers from the prior report correctly? It is a common problem. In particular, did they change the beginning numbers from the last report because they found an error and decided to fix it? To fix this, leave last year's numbers alone, and place the amount of the discrepancy on the Income Statement under Other Income or Other Expense, with a description of 'Correction of prior year figures'. Don't go back to the prior year report. At this point the prior year is set in stone.

- d. Depreciation error

Is the amount related to your depreciation? Depreciation is calculated on the Kingdom workbook – the local reports just have to match it. Make sure that the ending Value and Accumulated Depreciation match, as well as the Expense. The local report workbook will make sure everything is reported properly, but they may not be using the proper workbook.

- e. None of the above

Sometimes if they don't immediately recognize the amount, and it's not a transposition error, they have failed to post both sides of more than one transaction. Because these add up, they're hard to track. If they've been doing regular quarterly reports, and you were in balance the previous report, all you should need to do is double check the entries since then. Have you recognized income/liability for each bank deposit? Making bank deposits increases your "Cash in Bank" balance, an asset, so you must make a corresponding increase in income to make the net effect zero.

If you've written checks, did you decrease the bank account? Did you increase your expenses or decrease your liability? This works in reverse from income.

f. Ask for help

When all else fails, call the Society Exchequer or a former Kingdom Exchequer who is available and ask for help. Sometimes a second pair of eyes will find it in seconds after you've torn your hair out for hours.

2. Year-end Specific Problems

a. End-of-Year Transfers

These happen when one account sends money to another at the end of one year, but the money isn't received until the next year. The sending branch reports the money, but the receiving branch doesn't. To fix this, adjust the receiving account's report to add the transfer on their **SCA Funds Transferred Worksheet - IN** and the **Income Statement**, and add the amount of the transfer to the **Comparative Balance Statement** under *Late Arriving Transfers*. This will balance their report. Then, notify the branch you have changed their report, and not to report that transfer on this year's report.

D. Review Detail Pages

There are several detail pages that should be at least skimmed to check for appropriateness. A lot of year-end issues can be prevented if the quarterly reports are checked and corrected.

1. Cash on Hand

There should not be any undeposited cash for longer than 14 days for substantial amounts (\$50 or more), or 30 days for smaller amounts unless there is a variance. Consistent amounts of undeposited cash are highly discouraged. (SFP XII.A) Petty cash accounts are not allowed except in very special circumstances. .

2. Property Lists

Inventory, Regalia and Depreciated Equipment should be reviewed to make sure that any new items have been added, and any removed items have been removed. Also check the released property to make sure that if any low-value inventory items have been sold, the income has been recorded.

3. Receivables

Check any receivables for appropriateness. NSF checks need to record both first and last name, and you should know what the exchequer is doing to recover those funds. They shouldn't be kept on the books if no effort is being made to collect, but while collection efforts are taking place, they shouldn't be written off as a Bad Debt. Cash advances should not be outstanding more than two quarters in a row – any longer and it will need to be checked. Also, any site deposits held by site owners should be listed under Other Assets, not Receivables, **unless** the event has occurred as of the end of the quarter and they are just waiting for it to be returned. Branches do not have receivables from other branches.

4. Other Assets, Payables and Other Liabilities

Make sure that these look reasonable according to the rules for using these categories (available in the Branch Exchequer's Reference Handbook). Anything with another branch name on it should not use these categories.

5. Advertising and Insurance

Make sure that any entries here are to outside organizations, and not to the SCA. Advertising in the Kingdom Newsletter should be moved to Transfers (even if it is a reimbursement), and the same goes for Insurance, **unless** it is a transfer that crosses international borders – then it is considered a donation (for both in and out).

6. Transfers

Make sure that any entries here are reported in the correct section. For example, transfers to the Kingdom Newsletter **are** internal transfers. If a transfer is to or from outside the Kingdom, make sure that the Kingdom involved is included. Also make sure that the check number and date are included – this may be important during the year-end report if the other half of the transaction wasn't reported.

7. Fees and Honoraria

Make sure that any entries here are reported in the correct section; web service fees, trailer registration fees, shopping club membership fees, etc. If any of these items looks like it was a payment to an individual or group of individuals (not a business) for a service, the Society Exchequer should be consulted as to whether that needs to be tracked for a possible 1099 requirement. Anyone earning more than \$600 per year for services will need to be issued a 1099 by the Corporate Office, and these have to be issued in January of each year. Therefore it is very important that any potential 1099 situations be detected before the end of the year.

8. Donations

Make sure that any entries here are reported in the correct section, and that we have an FEIN for that organization. This is also where transfers to branches outside the country are listed.

9. Other Income and Other Expense

Make sure that these entries have detail information – because they will almost always be moved somewhere else. If there is not enough information to determine where it should go, contact the branch and let them know that they need to add more detail so you can tell them where to properly report it.

VIII. MAINTAINING FILES

The Kingdom files should contain records for each branch or account within the Kingdom. These files should contain a history of activity back 7 years, or for as long as the branch or account has existed, whichever is less. Each file should contain:

1. Filed –signed–year-end reports, including the corresponding bank statements and any other supporting records.
2. Copies of any letters or emails received from the branch officers or members.
3. Copies of any letters or emails sent to the branch from the Kingdom Exchequer.
4. Documentation of any sanctions or investigations that have taken place.
5. Signed Review of Books forms.
6. Filed quarterly reports for the previous year.
7. Copies of ID submitted when applying for a warrant.
8. Copies of signed signature cards and supporting ID for signatories as required by the bank to add them to the account.

IX. REMOVING FILES

Once 7 years has passed, you can archive the records somewhere safe, burn them, or shred them. Please shred and/or burn any ID information after 7 years. It doesn't need to be archived. Don't just throw any old records in the garbage as some of it can be identifying information and could be stolen and used in identity theft. Also, if you change bank accounts, burn or shred any un-used checks and deposit slips.

Things that should **not** be shredded are receipts from reported items (depreciable equipment and regalia), or documentation regarding sanctions.

X. REMOVAL FOR CAUSE

Only the Kingdom Exchequer and Crown (the offices that signed the warrant) may remove an Exchequer within their Kingdom from office "for cause" (i.e., "fire" them). Any Exchequer may be removed for any of the following reasons:

1. Violation of modern laws and regulations
2. Violation of Society By-Laws and Policies
3. Failure to comply with Kingdom Law and Policies

If an Exchequer, or any other Society member, discovers evidence that indicates deliberate misuse of Society assets, immediate action shall be taken to prevent further misuse. Corporations are required to report to civil authorities any individual who knowingly violates civil laws in the course of conducting corporate business. To do otherwise endangers the SCA, Inc. Contact the Society Exchequer for guidance in these situations.

If you feel the need to remove someone from office, notify the Crown and the local Seneschal. If the office is for a Principality, then the Prince and Princess should be included in any discussions, although the final decision still rests with the Kingdom Exchequer and the Crown, even if the signature authority for warrants was delegated to the Prince and Princess. For Baronial Exchequers, the Baron and/or Baroness should be consulted as well. They may have other insight into the situation that might change your mind. If, after discussion, the Crown disagrees with you, contact the Society Exchequer for guidance.

If, after speaking with the Crown and Kingdom Seneschal, you still feel they should be removed from office, you should make sure that you have the Crown and Kingdom Seneschal's support. You then must notify the person in writing that they are no longer the recognized exchequer of that branch, why you are taking this action, and that all records and files must be turned over immediately, either to a) their stated emergency deputy, or b) the local seneschal. Make sure you copy the Crown, the Kingdom Seneschal, the local seneschal, and local baronage, if applicable. If you think the situation will be escalated to the Society Exchequer, let them know too so they are not surprised and are informed when contacted by the other party. Keep your report based on facts and not on perceived intentions.

Sanctions, if applicable, are separate and addressed in Chapter 11.

XI. OTHER CORRECTIVE ACTIONS

When branches are failing financially, either through spending or lack of reporting, there are three options that can be taken that are not sanctions (i.e., directed at a person), although sanctions may be imposed in conjunction with these other corrective actions. These options are suspension, dissolution and financial probation. Abeyance does not apply in reference to branches (the term only appears in the governing documents as a reference to a reign under the sanctions section). The only corrective action that a Kingdom Exchequer may take with a branch is Financial Probation. Suspension and dissolution are done solely under the purview of the Kingdom Seneschal.

Principality Exchequers may be delegated to manage oversight of corrective actions taking place within their Principality, subject to Kingdom Exchequer review. However, the Kingdom Exchequer should initiate any corrective actions.

A. Exchequer Remediation

The Kingdom Exchequer may create a Corrective Action Plan for a branch exchequer in order to help train them in their office after some adverse situation occurs. This entails the Kingdom Exchequer or their deputy maintaining close contact with the exchequer, including but not limited to: periodic contact (such as weekly phone calls), frequent reports (such as monthly), or required reading and a quiz on basic exchequer knowledge. This action should be taken if the actual source of a problem is the exchequer's lack of experience or training.

B. Branch Financial Probation

Financial probation is to help ensure that a branch is following the rules properly and making financially sound decisions. This is not to be imposed lightly, and there should be a large amount of documentation and very solid reasons for you to micromanage a branch to this extent for any length of time.

This corrective action should be taken when the problem is more than just the exchequer.

Financial probation is **not** a situation where a Kingdom Exchequer runs a branch for the local members, or makes them spend money that they don't agree to. The **only** exception is that you can insist the branch spends funds for administrative purposes to fix the situation (such as paying for replacement bank statements or filing supplies). It is a limit on a branch's financial activities where the Kingdom Exchequer or their designated deputy must also review the desired activity for appropriateness until either a certain state of financial management is reached, or a time limit runs out. The branch still makes decisions on what they want to do, but the Kingdom Exchequer can say no or modify the budgets or expected expenses to where they are more realistic.

1. Forms of Financial Probation

Financial probation is a form of extra oversight imposed upon a branch from above. This can include, but is not limited to:

- a. The Kingdom Exchequer (or their designated deputy) approves all event budgets before the event may be placed on the calendar.
- b. The Kingdom Exchequer (or their designated deputy) approves all administrative budgets before any expenses may be reimbursed.
- c. The Kingdom Exchequer (or their designated deputy) may close any dedicated funds during the probation, so that no income or expense transactions may occur involving that fund during the probation.

2. Length of Financial Probation

No financial probation should last for more than six months without another review of the situation. If the situation has not improved within six months of extra oversight, then it is time to review the status of the branch in general with the Kingdom Seneschal.

Each branch's financial probation should have a set of goals that the branch must achieve in order to get out of financial probation. These can include, but are not limited to: running an event with either a zero or positive profit, raising enough funds to cover an event of the type normally held by the branch, setting and adhering to a budget during the term of the probation, creating a filing system for the exchequer's office and back-filing X years of records, or any combination of the above.

3. Initiating Financial Probation

To put a branch into financial probation, the following steps must be followed:

- a. Contact the Kingdom Seneschal and the Crown. Let them know why you will be taking such an action, and how long the probation will last. Make sure they will back you up on this. You can also ask for the Society Exchequer to back you up, or help resolve any differences between you and the Kingdom Seneschal or Crown regarding putting the branch into financial probation.
- b. Determine who will manage the probation; you or a deputy. This means micromanaging the branch, so if you don't have the time to do it yourself, you would only be making the situation worse if you also took this on. Get a trustworthy deputy to manage this for you in that case. This deputy would be keeping you informed of any decisions or activity that occurs, but you don't have to be involved in the decision-making process.
- c. Contact the branch administration in writing, stating the reasons for the financial probation, the form of the financial probation, who will be managing the financial probation, and the length in time of the financial probation. You can send them an email, but follow it up with a printed letter. The branch administration consists of the Seneschal, the Exchequer, and the Baronage, if applicable. If you know the contact information for the entire financial committee for that branch, you can copy them in on the letter. Also copy in the Kingdom Seneschal and Crown on the letter.

4. Termination of Financial Probation

If, at any point during the financial probation or at the end of the probation, the situation has improved acceptably, the financial probation may be lifted. Repeated imposition of financial probation is a sign of a much deeper problem and the Kingdom Seneschal should be consulted as to the viability of the branch as a whole.

C. Branch Suspension

Only the Kingdom Seneschal may impose suspension on a branch. The Kingdom Exchequer may **request** that a branch be suspended due to non-reporting, unsuccessful financial probation, or any other appropriate reason. The Kingdom Seneschal notifies branches of a Suspension. This notification must state the exact date the suspension is effective, the reason for the suspension, and identify the tasks and timeline for actions that will lift the Suspension.

Branches in suspended status may not:

1. Conduct ANY official SCA activities, including (but not limited to) activities that invoke SCA insurance (fighter practice, demos), Populace meetings (dance practices, A&S nights, Court events, classes), and events (Kingdom Calendar and Locally Publicized Events)
2. Collect any site fees, donations or other funds for the SCA.
3. Spend any SCA monies, including hall/site/facility rentals, regalia purchases, reimbursement of officer and Royalty costs, etc.
4. Costs incurred during a Branch Suspension will NOT be reimbursed after the suspension is lifted.

The Kingdom Seneschal may lift suspended status when all issues causing the suspension are addressed to the satisfaction of the Kingdom Seneschal and Kingdom Exchequer's office. The responsiveness of the branch, and the timeline in which the corrective actions are taken, will be considered in the decision to lift the suspension.

D. Branch Dissolution

Only the Kingdom Seneschal may decide to dissolve a branch. The Kingdom Exchequer may request that a branch be dissolved due to non-reporting, unsuccessful financial probation, or any other appropriate reason. Dissolution of a local branch is a status change that is requested/recommended by the Crown and/or Kingdom Officers, and implemented by the Kingdom Seneschal's office.

1. In the case of Incipient branches, the Kingdom Seneschal has sole authority to dissolve the branch.
2. In the case of a branch that is not Incipient, the SCA Board of Directors must approve Dissolution at a meeting. The Kingdom Seneschal sends the request to the Society Seneschal to present to the Board of Directors at their next meeting.

Branches that are dissolved are no longer SCA branches; the officers must close all bank accounts, turn over all funds to the Kingdom Exchequer or the Exchequer of another official SCA branch, and must turn over all regalia and other SCA assets to the Kingdom.

XII. RECONSTRUCTING BOOKS

If there are sketchy financial records or no records at all for the branch for any reason (theft, disaster, etc.), the books will need to be reconstructed from other sources. Here are the steps to go through to make or supplement a branch's financial records.

A. Contact the Bank

The first thing to do is contact the branch's bank, and verify the authorized signers on the account. This is where the Kingdom Exchequer being a signatory may come in handy if no one local is available to do this.

Ask for copies of the bank statements for the last seven years (if the account has been in existence at that bank for that long). If they are available, try to get copies of all deposit slips and checks during the same time, or at least back two years, if it is affordable. Many people are not aware that banks must microfilm not only checks that are written against the account and cleared, but also all deposit tickets and checks deposited with those tickets. The bank will provide copies of all of these items when asked (someone will probably need to make the request in person), usually for a copying fee. Don't be alarmed by outrageous copying fees quoted by the bank. The banks don't like to do this kind of work since it is very time consuming. Consider it as buying the branch's records from the bank. If the cost is exorbitant, concentrate on the current calendar year.

It should be made clear to the officers involved that this cost will be incurred and that the branch must pay it. It may be possible to recoup the funds used to obtain the records from the bank if the record destruction was malicious (see Chapter 10).

B. Get Copies of Kingdom Exchequer Files for that Branch

The Kingdom Exchequer (or a deputy) should have copies of every year-end report filed by that branch. If the Kingdom Exchequer has other correspondence filed that is appropriate for the branch to have locally, copy that as well. Send the copies to the branch Exchequer.

C. Create a New Ledger

Once files have been obtained from the bank and the Kingdom Exchequer, create a ledger. Start with the cash in the bank from the bank statements. Review all the checks and deposits and try to recreate the reports that have been filed.

D. Document the Reconstruction

Once everything has been included and checked out, and the ledger has been recreated, the branch Exchequer should write a letter describing the situation and the subsequent actions taken. This letter is for the files, and a copy should be sent to the Kingdom Exchequer for their files as well. The Kingdom Exchequer should also review the new files to make sure that everything that can be done has been done, and any realistic prevention measures have been put in place to prevent the situation that destroyed or removed the records from recurring.

CHAPTER 3: BANK ACCOUNT MANAGEMENT PROCEDURES

One of the least frequently executed procedures, but the most confusing, is getting bank paperwork done properly. The process for opening an account varies from bank to bank. Once the account is open, the signature cards will have to change probably about once a year, based on local office and Kingdom Exchequer changes. The only bank accounts managed by the Kingdom Exchequer are the Kingdom-level accounts, but the Kingdom Exchequer has to be a signatory on all the local accounts.

In order to keep the signature card change frequency down, you can appoint your predecessor(s) as your signing deputies (and they must be warranted as your deputies). The important part is that someone outside the branch is a signatory on that account in case the branch members become unable to manage the account themselves. See Section II below.

I. OPENING OR CHANGING A BANK ACCOUNT

A. Research the Bank Products

Lots of banks offer small business or non-profit checking accounts. Find out what the fees are for accounts of the size of your Kingdom checking account. Find out if opening CDs or savings accounts could save or earn the Kingdom money. Don't be afraid to use your Kingdom total cash balance to get the best deal. If it turns out that the bank the Kingdom currently uses has better products and would be able to add you to the account easier than it would be to open a new set of accounts, consider it, but make sure that there's a branch near you that you can use.

B. Come Prepared

Contact the bank in advance to find out what documentation they need when opening a bank account. When you go to the bank to open or change the account, have your documentation with you on hand. You will most likely need your membership card, your warrant, the corporate resolution signed by the SCA, Inc. Board of Directors (see Section III below), and your driver's license. If you are adding new people to the signature card, bring copies of their id with you. Whoever the bank has been dealing with should be with you the first time you go to the bank, to establish a connection with the account.

II. SIGNATURE CARDS

The Kingdom Exchequer must be a signatory on all accounts within that Kingdom. (SFP V.B) This duty may be delegated to your predecessors in order to minimize the impact that changing Kingdom officers has on the branch accounts, or may be delegated to someone in another country for accounts within that other country. The idea is that someone outside the branch is a signatory in case no local signatories are able to be found or are available. The external signatory has sometimes been useful when branches have dissolved and/or scattered and no one thought to close out the bank account beforehand.

This desired outside signatory procedure is the same reason why the Society Exchequer must be a signatory on all accounts managed by the Kingdom Exchequer. (SFP V.B)

A. Bank accounts do not need to have the signature cards changed just because the Society Exchequer changes.

DO NOT request new signature cards for all of the Kingdom-level accounts when this happens. When a Kingdom-level account signatory needs to change, then go ahead and get the signature cards redone. The Society Exchequer most likely has already deputized their predecessor as a special account signatory deputy. Most Kingdoms do the same with their former Kingdom Exchequers if their predecessors are willing.

B. Royalty may not be signers on any account while they are Royalty.

C. The account must include the Society Exchequer as a signer on the account.

All signatures and applicable data (branch name, etc.) should be completed on the signature card before the card is sent to the Society Exchequer.

D. DO NOT send in blank or incomplete cards.

We do not sign blank bankcards for obvious reasons. The signature cards sent to the Kingdom Exchequer or the Society Exchequer must have the account name, branch name, ID number, account number, and the authorized signers filled in. All local signers must sign the card before it is mailed to the Society Exchequer.

E. DO send cards WITH a note or letter explaining what needs to be done to them.

Don't assume that the person receiving the cards knows what to do with them and where. If the local sent a note with this explanation, commend them.

F. DO send cards WITH a SASE included so that the cards are sent back quickly.

A Self Addressed Stamped Envelope (SASE) is particularly vital when the card must be forwarded via the mail to other signers. By the time it gets to the Corporate office, the envelope you sent it in will be long gone, and they may not know where to send it next. Signature cards also don't typically include addresses on them.

G. If there are multiple sets of cards, clip the pieces of each set together so they don't get mixed up with other cards.

Most banks require at least 2 pieces of paper to get an account authorized, and it is easy to get them mixed up when large bunches are sent.

H. And lastly, the most vital piece: BE POLITE TO THE MILPITAS OFFICE STAFF.

If you need to call Milpitas to find out where the signature card is, politely inform them who you are and why you are calling, and ask for their assistance. If they tell you they haven't seen your bank card or it was never received, call the next person down the signature chain (such as the Kingdom Exchequer) and ask if they have the card or when they last saw it and where it went from there. Work your way backwards until it is determined the card is hopelessly lost, at which point start again with new forms from the bank. If you need to have the resolution expedited, indicate that to your Kingdom Exchequer when you forward the new card and ask them to send the card to the office Express or certified (or better yet, provide an Express mailing envelope with postage), and indicate in the letter to the office that this is a second attempt and the card needs to be returned as soon as possible.

III. CORPORATE RESOLUTIONS

Corporate resolutions are documents that officially permit the organization to do business with the bank. These are formal documents, and banks differ greatly on what they require for corporate resolutions.

A. Using the SCA Corporate Resolution

The SCA, Inc. has a corporate resolution signed by the Board members in July of 2005. It is available from www.sca.org. Bring this to the bank when you need to open or change an account. The bank may or may not accept it. They don't have to.

To use the SCA's corporate resolution, print it out and fill in the name of the bank on the lines. You will need your financial warrant and your membership card as well. Show them all the parts and ask them if this is sufficient to their needs. If it isn't, ask if there is any other documentation they would require to be able to use it. If there isn't, ask if they have a resolution form that we can fill out and return, since the Corporate office is in California.

B. Using the Bank's Corporate Resolution

Corporate resolutions provided by banks also usually include copies of the signatures on the signature cards. Some banks require corporate resolutions to be re-done at the same time the signature card changes.

The Kingdom Exchequer only signs Corporate Resolutions if required as a signatory and then only in the signatory area. The document is to be forwarded to the corporate office as soon as possible. If the Corporate Resolution doesn't include signatory signatures, include the signature cards when you mail the resolution to the Corporate Office.

If a SASE (Stamped Self Addressed Envelope) or other return information is not included, contact the branch Exchequer to gain that information and include it when sending the resolution to the Corporate Office.

- 1. The resolution should not allow any signatory to create loans or credit instruments, and should not allow Electronic Funds Transfer access to any accounts (SFP IV.D). ATM cards must be deposit-only, or they are not allowed.**

Corporate resolutions we implement should only allow debit and credit transactions via paper. No loans or other instruments should be allowed, no debit or credit cards should be allowed, and no ATM access should be allowed in general unless it is for deposits only. Any section on the Corporate Resolution allowing ATM or EFT (Electronic Funds Transfer) access, or the making of any loans, should be either left blank, or crossed off and initialed, but **only if** the bank will allow it. If the bank will not allow changes to the resolution, and there are no other suitable banks around, use the bank with the Corporate Resolution unaltered. At least try to get those things taken off the resolution first, though.

- 2. If the card requires the corporate resolution to be completed, include a letter or attach a brief note to the card with instructions for the recipients.**

It helps to highlight the areas needing signature by the Corporate Secretary.

To insure that the card is returned to the correct person, include a self-addressed stamped envelope with the name and address of the returnee, and clip this to the card.

Likewise, it will speed up processing if an envelope addressed to the Corporate Office in Milpitas is included so that forwarding is simplified.

IV. CLOSING A BANK ACCOUNT

When changing banks or dissolving a branch, the old bank account(s) must be closed. If you are changing the accounts, open the new account with a check from the old account and start using the new account as soon as you have checks printed and delivered. To close the old account:

A. Make sure all outstanding checks have cleared

Keep track of all checks that are outstanding on the bank statement and contact the recipients if necessary to get the checks deposited and cleared. If the checks were lost, let the bank know what checks you are voiding out when you close the account.

B. Move all remaining funds to another SCA account

Ask the bank for a cashier's check for the remaining balance, made out to the destination branch. Make sure that this check is delivered to the new bank as soon as possible, and if mailing has to be involved, use priority mail with a tracking number. Cashier's checks are easy to steal and we want to protect ourselves as much as possible.

CHAPTER 4: FINANCIAL COMMITTEES

Financial committees make the financial decisions for the branch or guild. The Kingdom Exchequer is responsible for working with the Kingdom administration to create and maintain Kingdom Financial Policy. SFP states that both the Exchequer and the branch or other warranted Seneschal are required to be on the committee. This committee may contain only these people plus one other, or it may be expanded to include any number of additional people, up to and including all of the officers, or members of the branch or guild. It is a good idea to make all the signatories members of this committee, even though the Society Exchequer won't usually be participating in the committee discussions.

The Kingdom Exchequer does have the authority to overrule the branch financial committee, if the committee's decision would violate SCA branch financial policy, violate our 501(c)(3) status or put it in jeopardy, or would violate IRS regulations or Kingdom law. Any such overruling may be appealed to the Society Exchequer. The Society Exchequer has the authority to overrule decisions of the Kingdom Financial Committee for similar reasons. Any such overruling by the Society Exchequer would be appealed to the Treasurer.

The financial committee is responsible for two things: setting financial policy for the branch or guild, and approving all financial activities.

I. FINANCIAL COMMITTEE PURPOSE

The purpose of a financial committee is to appropriately spread the responsibility for decision-making to a team. The exchequer's purpose is to first determine whether an action is allowable according to our rules. Once a determination that the proposed action is allowable is made, the financial committee decides as a team whether it is desirable to pursue the action. Even if the exchequer votes against an action, if it is allowable and the financial committee rules say that the action is approved, then the exchequer has to carry out their duties regarding that action.

II. FINANCIAL POLICIES

Branch Financial Policies cannot contradict or loosen any part of Society or Kingdom policy. An example of a Branch's Financial Policy is: "The chronicler may be reimbursed up to \$25 from receipts as necessary as long as the balance in the chronicler's subscription fund will support it."

A. *Kingdom Financial Policy and Precedence of Law*

Kingdom Financial Policies fall within the Precedence of Law as published in Corpora as part of Society Officer's Policies approved by the Board. This puts Kingdom Financial Policies **below** the By-Laws of the SCA, Inc., the Corporate Policies of the SCA, Inc., and Corpora. This also puts Kingdom Financial Policies **above** Kingdom Law. Thus, Kingdom Financial Policy would overrule any financial sections in Kingdom Law, but cannot reverse, overturn, or loosen any restrictions that are in the By-Laws, the Corporate Policies, or Corpora. They also cannot reverse, overturn or loosen any restrictions that are in the main part of Society Financial Policy.

B. *Philosophy of Policy Creation*

Policies should be created with an eye towards a) convenience to all people affected by these policies; b) incentives for compliance; and c) disciplinary actions for non-compliance.

Policies should have a stated benefit in order to exist. Inconvenient rules won't be followed. Using a bigger stick to enforce compliance only makes things worse. Look towards the people affected by the problems to see what they think will solve the problem, if they haven't already found something that works for them.

Remember, Kingdom Financial Policies can be more restrictive or more detailed than SFP, but it cannot reverse or make looser any requirements in SFP or Corpora. Branch financial policies can be more restrictive than SFP and Kingdom Financial Policy, but cannot reverse or make looser any higher requirements.

The Kingdom Exchequer is responsible for guiding the local branches in making their own financial policies. Each local branch should have a written financial policy. In small branches, this may be put off until they are larger or more stable, but having a written financial policy will always prevent more issues than not having one will. Here are described some guiding principles for local financial policy development.

1. Financial Committees are supposed to make things *easier* for branches to do business, not harder, by involving an optimum number of interested and trusted people in the decision making process, while not bothering those that just don't care.
Bottom Line: In Financial Policy, the Branch invests the Financial Committee with the authority to make financial decisions on behalf of the Branch. This is a **good** thing.
2. The Branch controls the selection of the first financial committee by approving the first financial policy, which outlines the composition of the first Financial Committee.
3. Financial policies may be structured that any changes to it are controlled by the branch paid membership (not just the financial committee), including any changes to the composition of the financial committee. Financial policies may also be structured so that any changes to it are controlled by the financial committee. It all depends on

how comfortable the branch is with the financial committee composition and how much they trust the people holding those positions.

4. Financial Committees **must** involve the officers who are responsible for the financial health of the branch - the seneschal and the exchequer. A financial committee needs only one other person to make an odd number of members to avoid tie votes. Any other branch members who are interested may be a part of the financial committee, but it is not required. Any other branch members or officers who the rest of the branch thinks should be a part of the financial committee may be a part, but it isn't required, and the person can decline. If the branch does not want any person who is not the seneschal or exchequer to be on the financial committee, they do not get to be on the financial committee no matter how much they want to be.
5. It is not required that every member of a branch be a member of the financial committee. Some do, some don't. It is left up to the individual branches to find what serves their needs best.
6. It is not required that the financial committee be the final authority, nor is it required that the financial committee **not** be the final authority in approving financial matters. Branches may use their financial committee as a 'filter' for issues so that the entire branch considers only large issues ready for approval. Branches may also use their financial committee as the final or only approval authority.
7. Only paid members may be on the financial committee. If a branch decides that all paid members of the branch are the financial committee, that's fine. If there are sufficient members available and interested, the committee can be as large or as small as the branch wants, with a minimum of three. SFP is **specifically** left vague to suit a number of kingdom's needs.
8. A prudent financial committee that is a subset of the branch members will make sure that all of its meeting notes are made public if the meetings themselves are not, and that potentially contentious proposals are put to the branch for discussion **before** the financial committee votes, so that once everyone has had their say, the vote is done and is final.
9. Lastly, all the SCA, Inc. can give a branch is the minimum requirements and a framework for a branch to use. The branch fills in the details themselves. Most branches do not want the Kingdom Exchequer to make their financial policy for them. Branch members are all adults, and should be able to figure out how to appropriately represent their branch's needs themselves, from among the few members of the branch that are interested in this process. Hundreds of other branches already have.

C. Minimum Requirements

According to SFP VIII, all Financial Policies must include:

1. Composition of the Financial Committee

Kingdom financial committees must include as members the Kingdom Seneschal and the Kingdom Exchequer. The kingdom is free to have as many or as few members as it wishes, however it must have at least these members. Kingdoms are free to choose any method for determining additional members of the financial committee; however, the Kingdom Financial Policy must state how this is done. Some kingdoms may have the minimum; others may use the entire slate of kingdom officers or have some method for appointing members. SFP VII has the requirements for financial committees.

2. Terms of Financial Committee members

If the committee members aren't officers, it must be specified how long they are on the financial committee. If they are officers and the term doesn't match the term of office, it must be described how long they are on the committee.

3. Timeframes and methods for meetings

There needs to be specified how often the committee meets, who can call the meetings, who runs the meetings, and any other meeting arrangements that are required.

4. Timeframes and methods for action approval under normal circumstances and in emergencies

Kingdom Financial Policy must state how budgets and expenditures are approved. Kingdom Financial Policy must also describe voting procedures. Royalty votes as one. All members of the royal family must agree on their vote as they only get one vote. The only exception is committees with five or more votes. In that case the heirs may have a separate composite vote from the sovereigns (SFP VII.F). Possible voting procedures include unanimous vote, consensus, 2/3 majority, etc.

This section could also include what is expected in a budget as well, but this shouldn't include the actual budget or any dollar amounts. Changing dollar amounts would require Board action, as it would be a change to SFP. It is, however, recommended that any policies governing the reimbursement of Royalty for travel, office expenses, etc. be included in the Kingdom Financial Policy.

5. Reporting requirements and schedule for reports to the branch administration

Specify what reports are required and when they are due to whom for the Kingdom-level accounts.

6. Timeframes and methods for review and revision of the financial policy

Kingdom Financial Policy should be reviewed regularly. Specify how often this is to be done - every year, every reign, etc.

7. Methods for controlling cash receipts

If there are any special cash handling procedures or specifications that apply, they should be included in here. Not all kingdoms run events through the Kingdom account, so this may not apply at the Kingdom level, but it should always be included at the local level.

8. Any policies regarding event admission charges or complimentary passes

If there are any special customs regarding who is not charged admission to events, they should be included here. It is important that any entries under this category have to be class-based, small countable groups, and self-selecting (a person can choose to meet the requirements and be included in the group), but not person-based. Examples are: the Royal family, the autocrat, the head cook, the gate staff, the branch officers, etc. Not allowed would be: the autocrat's household, the local branch, all non-members, a list of the seneschal's friends, etc.

Agreeing on who is included and how they are determined for each event in advance of the event will always prevent problems on the day of the event.

D. Kingdom Financial Policy Additions

It is the duty of the Kingdom Exchequer to work with the Kingdom Financial Committee to make and enforce any specific policies effective in that Kingdom in addition to SFP.

SFP was amended in October 1997 to include Kingdom Financial Policies in order to give precedence to them with regards to Kingdom Law. A side effect of this is that the Board of Directors, at the request of the Society Chancellor of the Exchequer, must approve any changes to Kingdom Financial Policy. Current SFP including all the policies for the Kingdoms, Interkingdom Events, and Society Offices is available from the Corporate Office or at www.sca.org in the Society Exchequer area.

Kingdom Financial Policies must include, in addition to the normal financial policy sections:

1. Reporting requirements and schedules for branches within the Kingdom

Specify what reports are required and when they are due to whom in the Kingdom administration.

2. Any additional financial policy requirements for branches within the Kingdom

Put any other requirements here on local branches that are more stringent than SFP, such as types of bank accounts allowed, extra procedures to gain office, etc.

3. Any additional policies desired by the Kingdom Financial Committee

Put any other requirements here that refer to special kingdom customs, such as allocations for special purpose funds.

E. Implementation Procedure

Any proposed changes to Kingdom Financial Policy must be discussed with the Society Exchequer before implementation. When it is decided to change Kingdom Financial Policy, the changes should be distributed to the populace of the Kingdom for comment, either by letter or email to the branch Exchequers or published in the Kingdom Newsletter, just like Kingdom Law. People can't comment on a rule that isn't published.

Once the Kingdom financial committee has approved the revisions to the Kingdom financial policy, a copy of the revised policy which shows the changes clearly, along with the signatures or emailed approval of the committee members, should be sent to the Society Exchequer. The Society Exchequer will forward the revised policy and proof of approvals to the Treasurer and Board of Directors at the next available meeting for their approval.

Once the Board has approved the changes to the Kingdom Financial Policy, it will be made available on the Society Exchequer webpage. It should also be made available on the Kingdom webpage and changes published in the Kingdom Newsletter. People can't follow a rule that isn't published.

F. Review of Kingdom Financial Policy

The Society Chancellor of the Exchequer may review the Kingdom Financial Policies periodically, and make recommendations for changes to be presented to the Kingdom Financial Committee to discuss. If the Society Exchequer finds that a section of a Kingdom Financial Policy violates or contradicts SFP, Corpora, By-laws, IRS regulations, or Board decisions, the Society Exchequer may require that the Board remove that section of the Kingdom Financial Policy after informing the Kingdom Financial Committee of the violation.

III. GRANTING VARIANCES TO POLICY

SCA, Inc. Financial Policy is available at www.sca.org. It is understood that no policy can completely cover every case, therefore it was added that Kingdom Exchequers could grant variances to certain points in SFP (SFP XVI). These variances must be in writing. Copies of written variances should be kept by both the affected Exchequer and the

Kingdom Exchequer, and must be checked during every review of books. This function may not be delegated to Principality Exchequers.

Variations are monitored to ensure that they are both necessary and efficient. Sometimes situations exist that are only temporary, and a temporary variance will cover them until they no longer need it. Sometimes variations are necessary due to modern local circumstances, and may never be removed. Other times, someone may find a more efficient way to do business that eliminates the need for the variance. Periodic monitoring during reviews will ensure that the best thing for the situation is being done.

IV. APPROVING FINANCIAL ACTIVITIES

Ideas can be brought to the committee for consideration from anyone (remember, the committee can be the entire membership of the branch). Examples are: “We want to hold an event with this budget.” “We want to sell newsletters using subscriptions.” “We want to buy a pavilion.” Here are things to remember when discussing proposed financial activities.

A. Majority Vote, Unanimous Vote and Consensus

Majority vote is where the count of votes to pass is more than half of the total possible votes. Unanimous requires everyone to vote for the item to pass it. Some branches may choose a percentage of votes to pass between majority and unanimous, such as two-thirds or three-quarters. When there is a formal vote for an especially contentious issue, there can be winners and losers. Care should be taken that having one group of people constantly losing out on their views for votes doesn't alienate them unduly.

Consensus means that there is no substantial objection. Consensus is where, rather than asking for yes votes, there is a request for objection to the item. If there is no objection, the item passes. If there is objection, the objection is discussed and the question asked again until either the item is dropped or the item passes. Consensus only works where there is a feeling of teamwork rather than factions.

B. Appearance of Fairness and Objectivity in the Decision

The main thing to avoid when approving financial activity is even the **appearance** of unfair personal benefit or influence. Make sure that all decisions are made fairly, objectively, by more than one person, and to the benefit of the branch. If a branch member is involved personally in the transaction (either as buyer or seller), treat them as any other vendor outside the branch. Make sure that they don't have unfair influence or advantage in the decision-making process. Make sure that the price being charged or paid is not significantly different from what anyone else would charge or pay. Finally, make sure that everyone interested has a chance to buy or sell whatever is being discussed - don't narrow the field unfairly. Taking these steps will help to ensure that there won't be questions with any transaction.

C. Sustainability of the Activity

The second main thing to consider is whether the expense is a single occurrence or a repeating occurrence. Repeating expenses should be looked at in the long term as to how it will be funded. It is important to note that it is **not** necessarily bad financial planning to have the branch decide to completely fund a repeating expense. It **is** bad financial planning if there is no thought of how to replace that money as it is used up in order to not eventually bankrupt the branch.

An example of a repeating expense is site rental for weekly fighter practice. There are as many different cost levels for this as there are branches in the SCA. Some are free, and some are quite costly. The goal is to make sure that the branch won't bankrupt itself funding it. One way is to perform demonstrations or other volunteer work in return for reduced payments. Another is to ask for donations from the attendees to offset the branch's expense. A third is to divide the weekly charge by the number of attendees and collect money until the charge is covered. A fourth is to set a weekly price and keep it in a dedicated fund used to pay for the site.

D. The Activity Is Not Contradictory To Our Purpose

An important thing to consider is that the proposed activity supports, or at least goes along with, our organization's purpose: education and re-creation of medieval and renaissance European culture.

E. Allowable vs. Desirable

The last thing to consider is that there is a difference between allowable and desirable. The Exchequer may absolutely veto any item that is not allowable. The Exchequer does not need to agree that the item is desirable if the rest of the Financial Committee agrees that it is desirable.

If a branch wants to create and maintain a gem-encrusted gold-plated wubbie kept in a velvet-lined carved oaken box with leather bindings and gold hinges, and the Financial Committee agrees to spend the money on the supplies, that's allowable. It may not be desirable, but it is allowable.

CHAPTER 5: CONDUCTING REVIEWS OF BOOKS

The Kingdom Exchequer is responsible for ensuring reviews of books occur for all accounts within the Kingdom (including the Kingdom Chronicler accounts) according to Society Financial Policy. A standardized process of reviewing branch books is described in the Branch Exchequer's Reference Handbook, Chapter 3. The actual review may be a deputy outside the branch being reviewed, but the final responsibility rests with the Kingdom Exchequer. Any problems found should be resolved as soon as possible, and if necessary, a written variance may be requested at this time. You should receive a copy of the signed Review of Books Results form for your files within 30 days of the review.

CHAPTER 6: INTERACTION WITH OTHER OFFICERS

It is important to know where one's boundaries lie when dealing with others. Here is a list of guidelines for dealing with other levels and parts of the Society. These are only guidelines; if there are any questions, contact your superior officer first.

The SCA, Inc. has general procedures for complaint and appeal, available in Appendix A of the Governing Documents. If there are any problems dealing with someone, read it for suggestions on how to resolve the situation. And, as always, you can also contact your superior officer for guidance.

I. ROYALTY

The Royalty are special officers: they are not allowed to hold any other office or be a signatory on any bank account while holding that office. Royalty may not order that money be spent solely by their own decision. This is our system of checks and balances. If an Exchequer determines that SFP or Kingdom Financial Policy disallows a proposed expense, that Exchequer is required to deny the expense. Cite the section of SFP or Kingdom Financial Policy for their reference. If the Royalty persists, direct them to your superior officer; don't allow yourself to be pressured when it isn't necessary.

Territorial Principality Coronets are also considered as part of a Royal Family, and the same advice applies to dealing with them below.

A. *Donations to Royal and Kingdom Funds*

Every Kingdom has a Royal Travel Fund of some sort. Some Kingdoms have other additional funds (Office, Postage, etc.) for Royalty reimbursement. Some Kingdoms also have funds for the Great Officers of State to help offset the expenses involved in holding those offices, and for travel to Society-level meetings. Occasionally, a Kingdom may open special funds for projects. The Kingdom Exchequer maintains all of these funds.

Cash should **never** be presented to Royalty at court. It's too hard to keep track of during and after court, and some money has gone wayward by this means. If a showy presentation of money at court is desired, the branch should buy chocolate coins to represent the "currency" and present a check made to the Kingdom at the same time. Likewise, a couple of rolls of nickels make nice clinking sounds in a pouch but cost less than \$5.

In some places, it is required that an exchequer is called into court to handle any funds given to the Crown or Kingdom during court. It gives that exchequer a moment in the spotlight, and makes sure that the money is tracked properly.

B. *Direct Reimbursement of Receipts*

The Crown may be directly reimbursed for receipts as allowed in Kingdom Financial Policy only after approval of the Financial Committee and notification of the Kingdom Exchequer. Royalty may NEVER be given SCA money without following all appropriate procedures. All reimbursements must be made by check, to ensure that a paper trail exists.

Royalty may accept private donations, from one person to another, without involving the Chancellor of the Exchequer, or a branch's bank accounts. However, that person's private gift would not be tax-deductible in the U.S.

II. SUPERIOR OFFICERS - CHAIN OF COMMAND

Each Kingdom Exchequer reports up to the Society Exchequer.

A. *Reports to the Society Exchequer*

Each Kingdom Exchequer must file the required reports with the Society Exchequer. These reports are:

1. *Year End Consolidated report*

This is the consolidated workbook described in Chapter 7.

2. *Year End Kingdom Account Financial report*

This is the financial report form described in the Branch Exchequer's Reference Handbook containing activity for the entire year for the kingdom accounts you manage.

3. *Kingdom Account Quarterly financial report*

This is the financial report form described in the Branch Exchequer's Reference Handbook containing activity for the current quarter (or year-to-date if you prefer) for the kingdom accounts you manage.

4. *Kingdom NMS report*

This is electronic copy of the report filed with the Corporate office. This can be emailed in Excel or PDF format. If there is a Society deputy for NMS, send the report via email to that officer and copy in the Society Exchequer, otherwise, just email the report to the Society Exchequer.

5. Kingdom Newsletter Report Received and Accepted notification

This is a notification to the Society Exchequer that you have received and approve of the quarterly report for your Kingdom Newsletter's accounts. Try to email approval before the 15th of the month following the quarterly report due date.

B. Reports to the Corporate Office

Each Kingdom Exchequer must file the NMS report with the Corporate office by the end of the month following the end of the quarter. Mail a hard copy of the NMS submission report along with the check to the PO box address in Milpitas. If the check doesn't clear within 30 days, call the Corporate office to make sure it was received.

C. Signature Cards and Corporate Resolutions for the Kingdom-level Accounts

The minimum required signers include the Kingdom Exchequer and the Society Exchequer (or their designated signing deputy). All signature cards must be completely filled out with Account Title, Tax ID and number and names of signatories before being signed. If the signature cards or corporate resolutions require the signature of the SCA's Secretary or the Seal of the Corporation, it must be sent to the Corporate Office last as well.

The signatures should be done in the following order: Kingdom signatures first, then the Society Exchequer, and then the Corporate office if necessary.

Make sure that an envelope addressed to the bank or back to you is included in the packet to the Society Exchequer. Include SASE's for all points that the signature cards must go in order to keep them going quickly through the mail. They should be sent by Priority Mail or higher. Delivery confirmation could also be useful. **Do not use first class mail to send signature cards anywhere.**

D. Signature Cards and Corporate Resolutions for Local Accounts

The Kingdom Exchequer or their designated deputy is required to be a signatory on all accounts within the Kingdom. The branch Exchequers do not send signature cards or corporate resolutions directly to the Corporate office; the Kingdom Exchequer will forward it once their signature is added. Make sure that all required information has been filled in properly before it is forwarded on to the Corporate office.

Also, make sure that an envelope addressed to the bank or back to the branch Exchequer is included in the packet to the Corporate office. If there isn't one, get with the branch exchequer to get the proper address so you can include one. These documents should always be sent by Priority Mail or higher. **Do not use first class mail to send signature cards anywhere.**

E. Board Member and Society Officer Travel

Each Society Officer has a line item on the SCA, Inc. budget for travel. This is to be used as they see fit to travel to events or meetings in order to conduct the business of their office. The Board as a whole also shares a line item for travel to visit their ombudsman areas. Most Society officers and Board members try to make large war events to maximize the meeting opportunities. Even so, there are always occasions where meeting in person is necessary to accomplish some goal.

It is customary for Kingdoms requesting the presence of a Board Member or Society Officer to cover half of the travel expenses involved. This allows the officer or Board member to extend their sometimes small travel budgets and visit more places. The Board members or officers involved will be happy to provide you with airline receipts or any other estimated cost documentation to use as the basis for the request.

You will most likely be contacted regarding these situations, and will be expected to bring the request for funds to the Kingdom Financial Committee. When the request is approved, a check is then made out for the proper amount to SCA, Inc. and sent in to the Corporate office. Include a letter that explains how the check is to be recorded – as a credit to the travel budget of the Board or Society officer.

III. OTHER SOCIETY BRANCHES

A. Transfers of Assets

Money and other assets may be moved between branches at any time, provided that the financial committee of the originator has approved the transfer. Popular examples are: branch to Kingdom Newsletter for event announcement or towards special issue; branch to Royal Travel Fund; branch to branch loans; etc. If you are sending a loan to another Society branch, mark it as such on a Transfer to Another SCA Account Form so that the other branch has a written record that you are expecting the money back. Do NOT consider this loan a receivable or a payable – the SCA does not owe itself money. **No loans are allowed to or from individuals at any time.**

Any movement of money, assets or inventory to another account within the Society is considered a transfer. The only exception is a payment to the SCA Marketplace, which is treated as a purchase of supplies or inventory.

Try to make sure that any transfers complete within a calendar year.

B. Sponsorship

Incipient branches must have the sponsorship of a full status branch. When a branch agrees to sponsor another branch, the branch's Seneschals makes a deal for the sponsoring branch to perform certain duties in return for certain

optional considerations. The only thing the sponsoring branch's Exchequer gets involved in is the money. Incipient branches may not hold money in their own bank account; the sponsoring branch's Exchequer must manage any money they claim.

The branch exchequers should work together on completing any training and required reports in order to fulfill any requirements for the branch to go full status.

If the sponsoring branch is not in the same Kingdom as the incipient branch being sponsored, written permission should be obtained from both the Kingdom Seneschal and Kingdom Exchequer of both Kingdoms approving the sponsorship to make sure that everyone necessary is kept informed of the progress of the incipient branch. If the Kingdom officers from either Kingdom decline to allow a cross-border sponsorship, that is their right.

IV. KINGDOM OFFICERS

Kingdom officers in general are co-workers in the administration of the kingdom. Collectively, you are a team. Work with them to find the most sensible solution to any problem (not just yours, either). Just because they don't have to handle the money right now doesn't mean that they haven't before, or won't later. Also, looking at a problem from the distance of not having to manage the money may provide some insight that someone deep within the problem may have trouble finding. Never underestimate the help you can get from your fellow officers, especially if you work together to solve a common problem.

A. Seneschal

The Seneschal is the legal representative of a branch. The Kingdom Exchequer must copy their reports to the Kingdom Seneschal. It is the Exchequer's responsibility to advise the Seneschal and the Financial Committee as to the validity and appropriateness of any expenditure. If an expense is questionable, the Exchequer will contact his or her immediate superior for clarification on how to proceed before any action is taken.

B. Chronicler

1. Kingdom Newsletter Exchequer

The Kingdom Exchequer and the Kingdom Chronicler will jointly appoint the Kingdom Newsletter Exchequer, who will report to the Kingdom Exchequer, and make sure the Kingdom Chronicler is kept fully informed on the state of the Kingdom Newsletter account. The Kingdom Exchequer will sign the warrant for the Kingdom Newsletter Exchequer. It is possible for the Kingdom Chronicler to act as the Kingdom Newsletter Exchequer, but there must be written permission from the Society Chronicler first, and the Kingdom Exchequer must approve (by issuing the warrant). The Kingdom Exchequer may decline to warrant the Kingdom Chronicler as the Kingdom Newsletter Exchequer.

The Kingdom Newsletter's funds will be maintained in a separate account. The Kingdom Newsletter Exchequer will send the Kingdom Exchequer, the Kingdom Seneschal, and the Kingdom Chronicler copies of all quarterly reports.

The Kingdom Exchequer will review the Kingdom Newsletter's financial records every two years or when the Kingdom Newsletter Exchequer officer changes.

The Kingdom Newsletter Exchequer, the Kingdom Exchequer and the Kingdom Chronicler must work together to ensure that all invoices for printing are paid promptly, as well as all stipend checks are deposited promptly.

2. Local Branch Advertising

The Kingdom Chronicler and the Kingdom Exchequer must jointly approve allowing branches to take advertising for specific publications in advance of the publication's production. This is to ensure that all applicable rules from both offices are followed.

3. Financial Report and Financial Policy Changes Publication

The Kingdom's financial report (the Comparative Balance Statement and the Income Statement) for the kingdom accounts must be published in the Kingdom newsletter each year. The Kingdom Chronicler needs to be aware of this and plan for it each year.

Proposed and approved changes to Kingdom Financial Policy should be published for commentary before being approved; similar to the way Kingdom Laws should be published.

4. Letters to the Populace in the Kingdom Newsletter

It is always helpful to publish a letter to the populace in the Kingdom newsletter. You can write about upcoming due dates for reports, how well the reporting process went, commendations for branch exchequers, topics of interest, proposed changes to Kingdom financial policy, or how kingdom financial projects are proceeding. Keeping the populace informed always is better than not doing so.

C. Herald

The Herald and the Exchequer will reconcile submissions monies on a quarterly basis to be included in the Exchequer's regular report. In some Kingdoms, the Kingdom Principal Herald may maintain a separate account, requiring them to also be a warranted Exchequer with the permission of Laurel, or have an Exchequer for their account

that has a financial warrant from the Kingdom Exchequer. If they have a financial deputy, that deputy is appointed jointly by the Kingdom Exchequer and the Kingdom Herald, and reports to the Kingdom Exchequer.

D. Other Kingdom Officers

The Financial Committee must approve all expenditures in advance, by pre-approved budget or a written request for funds. Receipts must be provided for all expenditures.

V. AUTOCRATS AND EVENT STAFF

Most Kingdom Exchequers will not be running events through the Kingdom account. This topic is covered in the Branch Exchequer's Reference Handbook. However, some places have Kingdom oversight of Kingdom Level events. In those cases, budget overview and event approval is provided by the Kingdom Financial Committee.

VI. ACCEPS

The Ansteorran Credit Card Electronic Payment System (ACCEPS) is a service provided by the Kingdom of Ansteorra to take credit card reservations for events. Kingdoms can be set up to have access to this service by the Kingdom Exchequer contacting the ACCEPS Treasurer. Once the Kingdom page is set up, each branch holding an event wanting to use the service would contact the service and transfer a small fee for the event page setup. Then each transaction is charged a small fee to offset the costs. 10 days before the event, preregistrations are closed. A transfer check for all registrations and a registration list for the gate is sent to the branch exchequer at that time.

You are not required to set your Kingdom up on this service – it is offered as an optional benefit.

VII. GUILDS AND HOUSEHOLDS

Households are **informal** groups of people with common interests. Guilds are **formal** groups of people with common interests in an area of study.

Households are not permitted to hold SCA funds as if they were a branch. Where guilds are permitted to maintain funds separately by Kingdom Policy, they must have an Exchequer and must comply with Society and Kingdom Financial Policies. If the guild has a financial committee, there needs to be a warranted seneschal included. It is up to the Kingdom Seneschal whether to warrant the Guild Principal as a seneschal to satisfy that requirement. It is the responsibility of the Kingdom Exchequer to make sure that all financial policy rules are being followed (such as having a warranted seneschal on the guild's financial committee).

VIII. BRANCHES OUTSIDE THE U.S.

Some branches located outside the U.S. have associated themselves with non-profit organizations incorporated under their native laws, who have then signed affiliation agreements with the SCA, Inc. This is common in Lochac and Drachenwald. These branches run all their finances through another organization incorporated under that country's rules, rather than following the U.S. rules which may not apply.

Branches operating through another affiliated organization are to be considered a regular SCA branch in all but their finances. If they are part of an affiliated organization, they do not report financially to the SCA, Inc. Kingdom Exchequers with these situations are not responsible for the financial reporting of these branches.

Transfers to these branches are reported under Donations to Other 501(c)(3) Organizations. Transfers from these branches are reported under Direct Contributions – a) on the Income Worksheet Part 1.

Branches outside the U.S. which are NOT associated with affiliated organizations report just like U.S. branches, using the same forms and procedures. To qualify as an affiliated organization, that organization MUST have signed affiliations agreements with the SCA, Inc. Corporation.

IX. THE POPULACE

Remember that the Kingdom Exchequer serves the Kingdom. Communicate with the populace via your Kingdom Newsletter and kingdom email lists. The more information they have, the happier they generally are, **and** the more they know about how your job works, the more candidates you may have to replace you when your term is over.

The Kingdom Budget and Kingdom year-end summary (the first two pages) should be printed in the Kingdom Newsletter annually.

Any person has the right to request to see the books and records of any Society account, provided they: a) give a reasonable justification for their request; b) specify which financial documents they wish to verify; and c) submit their request in writing to the Exchequer.

If a branch Exchequer determines that a reasonable justification does not exist and denies the review request, the original request and written notification of refusal, including reasons, shall be forwarded to the Kingdom Exchequer. The Kingdom Exchequer must review the situation and either uphold the denial, or insist that a review does occur, if possible with the Kingdom Exchequer present.

If the request for review is made of the Kingdom Exchequer and a refusal is given, the written notification of refusal, including reasons, shall be forwarded to the Crown, Kingdom Seneschal, and the Society Exchequer for review.

X. THE MODERN WORLD

Exchequers at all levels represent the SCA, Inc. when dealing with banks and vendors. As such, all exchequers are expected to conduct themselves in a responsible and professional manner appropriate to modern world business interactions.

A. Banks

Because the Kingdom Exchequer receives information regarding all branch accounts within the Kingdom, it may be possible to go to popular banks and try to negotiate better account terms if more branches move to that bank. Favorable terms could include waiving standard fees, getting interest income by pooling all account balances, or justifying gaining interest on each account.

Branches that have favorable relationships with their current banks should not be forced to move. Chances are the amount of money they have won't make much difference in whether we can negotiate with the banks, and if we have a good thing going, we don't want to break it.

The Kingdom of Atenveldt uses Wells Fargo (at the time of this writing) and has negotiated the removal of fees charged to the accounts. This also enables the Kingdom Exchequer to manage the signatory process through one business banker. Other Kingdoms are looking into this as well, but at this time, it seems that it is only possible on a state-by-state basis.

B. Accepting Donations

It is permissible to accept donations of money and non-monetary goods with a few exceptions. It is also permissible to turn down donations. Here are the exceptions:

1. We may not accept donations of vehicles (SFP IX.C).

Potential donors must be directed to sell the vehicles themselves and donate the resulting money. Trailers are not considered vehicles in this policy.

2. We may not accept donations of alcohol (CP, VIII).

3. We may not accept donations of money with specific purposes that we do not want. (SFP, IX.C)

We do not have to accept money just because someone is willing to donate it. If there are strings attached to the donation, examine them closely. If the money is donated for a specific purpose, and that specific purpose is contrary to our tax-exempt purpose, undesirable or unworkable by the local branch, just say 'No, thank you.' If the money is donated with the expectation of some future consideration that cannot be guaranteed, just say 'No, thank you.' Better to be poor and free from trouble, than less poor and wishing you hadn't accepted the money.

4. We may accept donations of cash or goods that we can use.

Obviously, we wouldn't want to accept something that wasn't usable just to give someone a tax write-off - we don't need extra work and potential future expenses to dispose of the item.

We don't determine the value of the donation; the donor does. What deduction they take is between them and the IRS.

For any donation we accept, we should send a nice thank-you note or send an official form acknowledging the donation for the donor's tax records.

CHAPTER 7: CONSOLIDATED ANNUAL YEAR-END WORKBOOK INSTRUCTIONS

The Society uses standardized forms for financial reporting, and supplies suggested forms for administrative purposes. These forms are available in .pdf as well as Microsoft Excel format from the SCA website, <http://www.sca.org>. Follow the links to the Society Exchequer page. Directions for these forms can be found in the Branch Exchequer's Reference Handbook. You will need to fill out those forms for the Kingdom-level accounts you manage.

This chapter details how to fill out the Kingdom Financial Report Template, which will be provided to you each year by the Society Exchequer. As always, worksheet format names are in italics. The lines in bold italics are the actual worksheet lines and specific directions for that line. The formats of these forms are mandatory.

Each worksheet format will be discussed in detail, with directions for completion.

I. REPORTING TIMEFRAMES AND FORMATS

A. Kingdom Quarterly Reports

Due dates for quarterly reports is the end of the month following the end of the quarter: April 30, July 31, October 31. This report includes only the accounts you manage yourself, and any other information regarding branches within the kingdom you would like to include. This report uses the normal account report forms that all branches use. (The form version can be found in the upper left corner of the forms, just above the SCA's escutcheon logo. At the time of writing, the current version is AS XL 1.1.)

B. Kingdom Account Year-End Report

The due date for the year-end report for the Kingdom-level accounts you manage is February 15 of the following year. You must do a year-end report for your account as if it were a local account; including sending in the required pages with signatures to the Society Exchequer. If you email the excel workbook for the local account forms to the Society Exchequer, you need not print out and mail the entire report, just the first four pages with signatures. Society minimum requirement is that the exchequer that fills out the report must sign the year-end report. (SFP I.B) Kingdoms may also require the signatures on the quarterly reports, as well as require the Seneschal to sign the reports in addition to the Exchequer.

C. Kingdom Consolidated Year-End Report

The due date for the year-end workbook to the Society Exchequer is March 15 of each year. This report includes all branches within the kingdom as well as all Kingdom level accounts you manage.

If you need more time to complete the report, you should request an extension from the Society Exchequer before the report is late. Copy in the Kingdom Seneschal on the request. This is to ensure that the Kingdom Seneschal knows that the report will be late.

If you cannot get the report complete by May 31, your Kingdom may be required to reimburse travel expenses for the Society Exchequer or a deputy to travel to help you finish the report. (SFP V.A.2)

D. Late Branch Reporting into the Kingdom Consolidated Year-End report

Chances are if things are this late, there are branches suspended and we need to defer reporting on those branches until more information can be available - but we shouldn't hold up the entire SCA, Inc. annual filing over these issues. To defer reporting, there are three ways based on what information is available.

1. Quarterly reports are available

These branches are reported using the starting balances from the prior year and the last known ending balance and activity from the filed quarterly reports.

2. Ending Bank Balance available but missing income/expense detail

If we happen to have the bank balance for the end of the year but not detail on all the transactions, the unexplained difference is reported as a receivable due from the branch exchequer, who will need to either provide the proper documentation or we will document that they are unavailable and write off any losses.

3. No report since last year-end report

Create an estimated ending balance based on depreciation of known equipment, and report transfers to/from other branches. When the report is being created next year, all transactions that did not get reported the prior year will be reported in the current year as if they happened in the current year.

II. PURPOSE OF THE FINANCIAL REPORT WORKBOOK

In order to standardize report consolidation for the Society Exchequer, an Excel workbook has been developed which is used by the Kingdom Exchequers to complete their consolidated Kingdom report. If you do not have access to a computer with Excel, there is a free application called Open Office that may be used to manipulate the data in the workbook. It is recommended that each Kingdom Exchequer have access to Excel, or that the Kingdom purchase a license for the Exchequer's use.

NO KINGDOM YEAR-END REPORT IS COMPLETE UNTIL IT IS

- a) **IN BALANCE,**
- b) **The internal transfers in and out match,**
- c) **The supplemental totals match the detail page totals, and**
- d) **The bank information is populated.**

There is a validation page included in the workbook that will graphically display when the report is ready for submission to the Society Exchequer.

III. GENERAL DIRECTIONS

This workbook is named CCYY<kingdom>_v1a.xls when it is sent to you with the starting information populated, along with any notes necessary for the coming year (for example, if a branch didn't report the last year and this year you have to catch it up, which would be on the first page), and the depreciation for existing items pre-calculated for the reporting year.

When you submit the completed workbook the first time each year, rename it to CCYY<kingdom>_v1b.xls. If you resubmit it, substitute b with c, d, e, etc. so that multiple versions can be kept to show changes if necessary.

You will get back the final version from the Society Exchequer when the Society Year-End has been completed. Send each branch out their final ending numbers so that if they need to restate their quarterly reports for the current year, they can do it sooner rather than at the end of the year.

In addition, if your Kingdom has branches in Canada that are not part of affiliated organizations [as defined in Chapter VI Section VIII], we require the same reports from those branches. You may receive an additional workbook for the Canadian branch information, depending on how many Canadian branches your Kingdom includes. The deadlines are the same for both workbooks if you are in this situation, although if you have to let one slide, do the U.S. workbook first.

This workbook may seem like a lot of pages, but you can cut and paste from the branch workbooks into the Kingdom workbook in most cases. Paste special, then select values to keep the formatting in the Year-End workbook. This will help keep the whole workbook readable. Some of the data is still retained from the prior year, which should also reduce your work.

If you need more space on any of the worksheets, just insert rows and check the summary calculations to make sure any new rows are included.

Specific directions and descriptions for each of the breakout sections can be found in the Branch Exchequer's Reference Handbook.

IV. DIRECTIONS FOR EACH PAGE

This workbook has several pages, all of them interlinked. You should not have to add any pages. You may need to add columns to the branch detail pages, or rows to the supplemental detail pages.

A. Branch Notes

The branch notes page has three sections. The top section is general date information, the middle section is for any comments you wish to make regarding any branch within the report, and the last section is to record any changes that happened to this report after the original submission to the Society Exchequer.

In the top section, enter the date you submitted the report, and if you submitted a revision, the date you submitted the revision. Also enter the date that the Kingdom books were last reviewed (and it should have been within the last two years or when the office changed hands). If the date reviewed was longer than two years ago, this cell will remain yellow, otherwise it will turn green. Next, enter the date that the Kingdom Chronicler books were last reviewed. This should also have been within the last two years. Lastly, enter your warrant end date.

In the middle section, enter the state, the branch name, and whatever situation you need to report for that branch. It can be as little as nothing (meaning everything is going just fine there), or detailed down to when the branch exchequer changed hands or any issues they have been struggling with over the last year. If an incipient branch will be full status on the next year report, note that here so that if the column isn't added for this year it can be for next year. Also note any accounts that will change states so that appropriate columns can be added to the new state.

The last section is only used after the workbook is originally submitted for the year. If the Society Exchequer makes any changes, they will be recorded there. If you make changes and resubmit the report, note any changes you made there so the Society Exchequer can see what changed from the first version.

B. Validation

The validation page will show you what areas still need to be finished before the report can be submitted. It will show green and 'OK!' for items that are ready to submit. It will show yellow and either 'NOT OKAY!!' or a number representing the difference for items that still need work.

There are hyperlinks on this page. Across the top, the state abbreviations are hyperlinks to the detail page for that state. Along the left side, the Page titles will take you to the supplemental worksheet pages.

C. Kingdom Summary

This locked page is just for information – it's a rollup of all the information entered in the state detail sheets. This page can be copied and published in the Kingdom Newsletter.

D. State Summary (for each state)

Each state will have a locked summary page. The Society Exchequer uses this page to enter data into the state-specific spreadsheets that go to the Accountant.

E. State Detail (for each state)

Each state will have a detail page with a column for every branch or deputy within the kingdom within that state. Enter the data from the branch report here.

Column C will contain the state total – all numbers to the right of that column should be added into that sum.

Columns D and to the right will each contain a branch or deputy account's data from their local report.

The first row will contain the names of all the branches within that state.

The second row will contain the date of the last book review. Books should be reviewed every two years or when the office changes hands. (SFP XV)

Row three will contain whether a Negative Report Form was filed for that branch, and row four will show the branch referenced in the Negative Report Form, if any.

Rows five through nineteen show the starting numbers for the branch reports. Don't overwrite the calculations – they should be locked.

Rows 21 through 39 will contain the data from the Comparative Balance Sheet on the branch or deputy account reports. Row 39 cells will turn green when the column balances. Don't overwrite the calculations – they should be locked.

Rows 41 through 116 will contain the Income Statement information from the branch or deputy account reports. Don't overwrite the calculations – they should be locked.

If you make a change to a branch's report on this page, make sure that you match the change with any appropriate detail worksheet, and send the change to the branch exchequer so they can adjust their records. Feel free to use color coding on the branch name cells to match to information on the Branch Notes page, or to show types of changes that were made.

F. Banks

Each state will have a section. Columns are kingdom, state, branch name, primary bank, account type, single or double signatory account, secondary bank, account type (repeated 3 times for the last two).

For each branch, enter the primary bank name and the account type, which would be checking in almost every case. If you want, you can be more specific (example: business checking). Enter whether the account is a single or double signatory account.

Then enter any secondary bank account information. Account types would include checking, CD, savings, money market, etc. Secondary accounts that are checking should not be used for activity other than moving funds to and from the primary account – all activity should be run out of the primary account.

G. Receivables

Receivables are funds owed to us from outside of the SCA. SCA branches should not be listed here as owing funds to another branch. Most receivables are either outstanding advances of funds, or returned checks. Receivables are described in the Branch Exchequer's Reference Handbook.

Each state will have a section. Columns are state, branch name, current amount (year is at the top), prior amount (year is at the top), and the reason (advance, NSF, etc.). The rightmost column has the subtotals by state as well.

The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

Receivables must include whether it's an advance, an NSF check, or something else. If it's an advance or NSF, the person's first and last name must be included. You can roll the total of the NSF check and the resulting bank charges into the same line.

Receivables shouldn't be left on the books for longer than a year. If it's an NSF, it should be pursued. If it's a cash advance, it should be reconciled within 60 days. If it's a site deposit, it should be listed under *Other Assets*.

H. Inventory

This section is only for major inventory – inventory that was purchased for more than \$250 per lot (not per unit). It may not be worth that much now due to sales, but it should have started out above that limit. Inventory is described in detail in the Branch Exchequer’s Reference Handbook.

Each state will have a section. Columns are state, branch name, current value (year is at the top), current count of items, prior value (year is at the top), prior count of items, and the lot description. The rightmost column has the subtotals by state as well.

The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

Inventory must include what and how many of the item is owned. If the item doesn’t change in count or value in a year, the branch should be asked what they are doing with that inventory, and to verify if they still have it all in sellable condition.

I. Regalia

Regalia are artwork items that do not lose value with use. Crowns are regalia. Thrones are depreciated (they usually don’t last longer than 7 years). Regalia is described in detail in the Branch Exchequer’s Reference Handbook.

Each state will have a section. Columns are state, branch name, current amount (year is at the top), prior amount (year is at the top), year purchased, quantity, and the description. The rightmost column has the subtotals by state as well.

The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

J. Depreciation

Depreciable items are those that were purchased for more than \$500 and that lose value over time. Depreciation is described in detail in the Branch Exchequer’s Reference Handbook.

Each state will have a section. Columns are state, branch name, item description, quantity, life in years (either 5 or 7), year acquired, prior value, prior accumulated depreciation, current value, current expense, retirement amount, current accumulated depreciation. There is a total line on the bottom of the form, with differences between what’s on this form and what totals are reported on the Kingdom page. When the difference line is all zeroes, you have correctly entered the data on this form.

For items that have been on the report from prior years, the calculations will already be there calculated correctly. The branch report should match this page for existing items, not the other way around. For new items, add a line by copying another line so you keep the calculations. Then just enter the branch name, item description, quantity, life in years, year acquired, and current value. The rest should calculate for you.

K. Other Assets

Other Assets are funds or valuable assets that are held by an entity outside the SCA, such as a site owner holding a site deposit for an event site. Other Assets are described in detail in the Branch Exchequer’s Reference Handbook.

Each state will have a section. Columns are state, branch name, current amount (year is at the top), prior amount (year is at the top), and the reason. The rightmost column has the subtotals by state as well.

The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

L. Payables

Payables can be expenses that have had receipts turned in but have not yet had a check written. Payables are described in detail in the Branch Exchequer’s Reference Handbook.

Each state will have a section. Columns are state, branch name, current amount (year is at the top), prior amount (year is at the top), and the reason. The rightmost column has the subtotals by state as well.

The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

Payables shouldn’t be left on the books for longer than a year.

M. Other Liabilities

Other Liabilities are funds that are not ours that we hold at the time of the report, such as advance registrations for an event that has not yet occurred. Other Liabilities are described in detail in the Branch Exchequer’s Reference Handbook.

Each state will have a section. Columns are state, branch name, current amount (year is at the top), prior amount (year is at the top), and the reason. The rightmost column has the subtotals by state as well.

The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

N. Fundraising Income

Fundraising income is funds earned from non-medieval activities. Internal fundraising is done at events or activities where the main audience is SCA participants. External fundraising is not done at events, and the main audience is the general public, not the SCA populace. Fundraising income is described in detail in the Branch Exchequer’s Reference Handbook.

Each state will have a section. Columns are state, branch name, amount, internal or external, and the activity. The rightmost column has the subtotals by state as well.

The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

This data is collected to see just what we are doing to raise funds for activities. It can be summarized into categories of activities with a total for each branch (example: Samplewood, \$300, internal, auction at Crown).

O. Other Income

Other income is income that does not fit in one of the other categories.

Each state will have a section. Columns are state, branch name, amount, and the reason. The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

The more data entered here, the better to figure out where it really should land. Stale checks that have not been reissued get reported under Donations - not here.

P. Advertising Expense

Advertising expense is from advertising in non-SCA publications, such as newspapers or magazines. Advertising is described in detail in the Branch Exchequer's Reference Handbook.

Each state will have a section. Columns are state, branch name, amount, and the organization paid. The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

This is only used when we pay other organizations for advertising space in their publications. Paying a Kingdom Newsletter for an event ad goes under External Transfers. If the local reports have notes that show they are reporting transfers to Kingdom Newsletters here, move them to the transfer page. Don't forget to update the local report detail page and let the branch exchequer know that you changed the report.

Q. Bad Debts Expense

Bad Debts are receivables that have been declared unrecoverable by the financial committee. Bad Debts are described in detail in the Branch Exchequer's Reference Handbook.

Each state will have a section. Columns are state, branch name, amount, and debtor. The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

Bad Debts must include whether it's an advance, an NSF check, or something else. If it's an advance or NSF that is being written off, the person's first and last name must be included. You can roll the total of the NSF check and the resulting bank charges into the same line.

Bad Debts should only be expensed after all attempts to recover the funds have failed, and the branch's Financial Committee decides to write it off as uncollectible. Until this time, any NSF or unresolved advances are listed as *Receivables*.

R. Fees and Honoraria Expense

Fees and Honoraria expense is for paying for a service, such as a lecture from a teacher, or web hosting services. Fees and Honoraria are described in detail in the Branch Exchequer's Reference Handbook.

Each state will have a section. Columns are state, branch name, amount, and reason. The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

Fees include web hosting fees, trailer registration fees, shopping club membership fees, etc. Honoraria are where someone provides a service (teaching, security, etc.) and doesn't submit receipts for their expenses. We basically pay for their service from an invoice. If the fee or honoraria is to a person, let the Society Exchequer know as soon as possible because if the total amount given to them in a year from the SCA, Inc. is more than \$600, we have to issue them a tax document called a 1099 form.

S. Insurance Expense

Insurance expense is from insurance provided by an outside vendor, not the SCA insurance certificates available from the Corporate Office. Insurance is described in detail in the Branch Exchequer's Reference Handbook.

Each state will have a section. Columns are state, branch name, amount, and organization. The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

This is not for reporting transfers to the Corporate Office for insurance riders, even if someone paid for it and we reimbursed them. This is for paying an outside insurance company for insurance. If the local reports have notes that show they are reporting transfers to the Corporate Office here, move them to the transfer page. Don't forget to update the local report detail page and let the branch exchequer know that you changed the report.

T. Other Expense

Other expense is any expense that doesn't fit into one of the other categories. Other Expense is described in detail in the Branch Exchequer's Reference Handbook.

Each state will have a section. Columns are state, branch name, amount, and reason. The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

The more data entered here, the easier it is to figure out where it should be reported.

U. Donations to other Non-Profits Expense

Donations are made to other non-profit entities by the SCA. Donations are described in detail in the Branch Exchequer's Reference Handbook.

Each state will have a section. Columns are state, branch name, amount, organization, and EIN. The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

The EIN is the tax id of the organization to which we donated the funds. We should only be donating to other 501(c)(3) organizations, and they will all have EINs. If a branch donates to an organization that doesn't have an EIN, then contact the Society Exchequer to figure out what to do.

V. Internal Transfers

Transfers are movement of funds between SCA accounts. Transfers are described in detail in the Branch Exchequer's Reference Handbook.

The form is split into two sides, and within each side, each state will have a section. Columns on the left side are state (receiving state), to account name (receiving branch or account), from account name (sending branch or account), check number and amount. Columns on the right side are state (sending state), from account name (sending branch or account), to account name (receiving branch or account), check number and amount.

The figure on the middle of the first line will be green if the total income amount matches the total expense.

Enter all the transfers, income on the left, expense on the right. Then match them up. It helps to highlight or color-code lines that have been matched to make the unmatched lines stand out. Make sure all the transfers on this page are between accounts in your kingdom. The check numbers come in handy for matching up lines, but they aren't required for sending the workbook in to the Society Exchequer.

For reports on 2006 activity forward, all Kingdom Newsletter transfers will move to In-Kingdom, and the Kingdom Exchequer will have to validate the transfers.

W. External Transfer Income

Transfers are movement of funds between SCA accounts. Transfers are described in detail in the Branch Exchequer's Reference Handbook.

Each state will have a section. Columns are state (receiving state), from Kingdom (sending Kingdom or Society account), from account name (sending branch or account), to account name or account (receiving branch or account), check number, and amount. The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

Society accounts at the time of writing are: the College of Arms (Laurel), Gulf Wars, and Pennsic.

Enter all the transfers. Make sure all the transfers on this page are between accounts in your kingdom and accounts in other kingdoms or Society accounts. The check numbers are required for sending the workbook in to the Society Exchequer.

X. External Transfer Expense

Transfers are movement of funds between SCA accounts. Transfers are described in detail in the Branch Exchequer's Reference Handbook.

Each state will have a section. Columns are state (sending state), from account (sending branch), to Kingdom (receiving Kingdom or Society account), to account name within that Kingdom (receiving branch or account), to Corporate or other officer (receiving office or officer), to SCA, Inc. reason (insurance, NMS, etc.), check number, and amount. The figure on the first line will be green if the total amount matches what is on the summary page – so you know when you have entered all the detail correctly.

Society accounts at the time of writing are: the College of Arms (Laurel), Gulf Wars, and Pennsic.

For reports on 2006 activity forward, all Kingdom Newsletter transfers will move to In-Kingdom, and the Kingdom Exchequer will have to validate the transfers.

Enter all the transfers. Make sure all the transfers on this page are between accounts in your kingdom and accounts in **other** kingdoms. The check numbers are required for sending the workbook in to the Society Exchequer.

V. SPECIAL SITUATIONS

A. A Branch Changes Banks

When a branch changes banks, the money has to be moved between the accounts. Sometimes it is easier to follow if the checks written between the banks are treated as transfers. Record the created transfers as in-kingdom transfers and match them.

B. Kingdom-level Accounts Change State

If your Kingdom accounts move from one state to another, it needs to be reflected on the year-end workbook. It is possible that not all the accounts would move (like CDs with early withdrawal penalties) – in that case, you would have accounts in both (or multiple) states.

Here are the steps to be taken to move an account between states:

1. In the starting state:

- a. Balance the report as of a date. It can be the start of the year, the end of the year, or the end of a quarter.
- b. Create a transfer out of the entire net worth to the same account in the ending state.

2. In the ending state:

- a. In the ending state – create a new column with a zero starting balance. Record a transfer in of the amount in step 2.
- b. Record any transactions from the transfer date to the end of the year, and record the ending numbers appropriately.

3. For depreciation:

Copy the affected items in the starting state to the ending state. Over write the year-end amounts on the starting state with zero. On the ending state, record the calculated ending numbers, and overwrite the starting amounts on the ending state with zero. Re-enter the previous ending numbers.

4. For transfers:

Record the created transfers as in-kingdom transfers and match them.

C. Principality Changes to Kingdom

The beginning of the year that the principality is scheduled to have their Coronation is when they start reporting **financially** as a separate Kingdom. This includes submitting any corporate surcharges and quarterly financial reports. The principality exchequer submits any required reports directly to the Society Exchequer, and all corporate surcharge reports are sent directly to the Corporate office. All corporate surcharges for branches within that principality are sent directly to the principality exchequer, and not the exchequer of the parent kingdom.

All transfers all year long between branches in the parent kingdom and the child kingdom are to be treated as out-of-kingdom transfers on the year-end workbook.

CHAPTER 8: ADMINISTRATIVE FORM INSTRUCTIONS

I. NON-MEMBER SURCHARGE SUBMISSION FORM

How you manage NMS reporting internally (what forms you use, whether there is a deputy or not, etc.) is up to you. However, you are responsible for making sure that all qualifying events and funds collected within your Kingdom are reported and remitted to the Corporate office using this required form.

This form is to be sent with any Non-Member Surcharges required by the Corporation to be collected at events. For every event published in your Kingdom Newsletter with the site address, date and time **and** that has a site fee, the NMS is to be collected. The NMS submission form must accompany NMS funds being sent to the Corporation. NMS is to be collected for every event published in your Kingdom newsletter that collects a site fee and has the following information in the event ad: Site Address and date and time of event.

You, as Kingdom Exchequer, are responsible for ensuring that all events that qualify collect and submit the NMS to you or your designated deputy. It is required that all events be caught up by two quarters past the event end. NMS funds collected at an event occurring in the first quarter must be submitted to the Corporate Office by the third quarter of that same year.

This form is an Excel spreadsheet. At the top are cells for the Kingdom, the date due, the date of the report, and the check number enclosed. The columns on the main part of the sheet are the event date, the branch, the event name, the total attendance, the total non-member attendance, the fee being passed on, and an optional column to track the transfer checks. If you need more lines, just add them in the middle.

For events in Canada, there may have been a conversion to US\$, so the amount reported for the NMS is the amount you received after conversion and conversion fees, and not necessarily the amount collected.

On the bottom of the form, enter the submitter's information.

For each quarter, enter the event information on a line. Don't lump multiple events for a branch into one line – split them out. Please make sure to include **all** events, and note when an event has been cancelled, had no site fee, or is in the process of being contacted in the absence of a report. Each event should have the total attendance. It helps track attendance trends for budgeting purposes.

When you are done, highlight the central section and sort by column A before you print it out. Send the hard copy and the check to the Corporate Office in Milpitas. Keep a copy for your files. It is recommended that you send a copy of your report to the Kingdom Seneschal as well.

The NMS reports and the checks are due in Milpitas by the end of the month following the quarter, which is the same date your quarterly reports are due to the Society Exchequer.

The Society Exchequer (or their designated deputy) reads all the Kingdom Newsletters each month and keeps track of advertised events. The Corporate office will send copies of your reports to the Society Exchequer or their designated deputy so that you can get credit for reporting those events. The Board gets an update on NMS compliance every quarter.

II. WARRANT FORM

Fill out the top section with the contact information of the person being warranted. Fill out the checkbox section corresponding to the level of office. For Kingdoms or Principalities, select "Vice Treasurer for" and fill in the word Kingdom or Principality. For non-branch offices or deputy offices to a local branch, check the other box and fill in deputy, guild, or some other appropriate term. Lastly, fill in the name of the branch or account, and the start and end dates.

Then, arrange for the proper signatures. If you are signing for a deputy to you, you and your Crown sign the warrant. Some kingdoms have delegated warrant signature authority to the Coronet. If you are creating your own warrant, your Crown signs it and then you send it on to the Society Exchequer. The Society Exchequer will send it back with their signature on it for your files.

CHAPTER 9: KINGDOM NEWSLETTER FINANCES

Providing the Kingdom Newsletter is a Corporate obligation as part of a membership subscription. The Kingdom Chronicler (or a deputy editor) creates the Kingdom Newsletter each month. The Kingdom Exchequer has a deputy to handle the Kingdom Newsletter finances. With the permission of the Society Chronicler, Kingdom Chroniclers may be warranted as the Kingdom Newsletter Exchequer, but this is not common.

I. CORPORATE STIPEND INCOME

Each quarter, the Corporate office sends a stipend to the Kingdom Chronicler. This stipend is to cover printing and sending a one-ounce issue third class to every member, plus any first class postage upgrades, for the prior three months. The printing stipend is calculated per issue for printing and postage.

This stipend is sent in March, June, September and December, and is reported as external transfer income from the Corporate Office. If the Kingdom wants to spend additional funds on the Kingdom Newsletter, print an additional issue (Kingdom Laws or an A&S Issue), or buy additional supplies (stickers to keep the newsletter closed or envelopes) or equipment (software, hardware, etc.), the Kingdom has to find that funding on their own. Most Kingdoms do either specific fund-raising, allocate Kingdom budget funds, or a combination of both to keep the Kingdom Newsletter solvent.

The one thing that a Kingdom Newsletter Exchequer does **not** need to worry about is subscription liability. That is handled at the Corporate Office.

II. ADVERTISING

Kingdom newsletters are permitted to accept advertising.

Branch event advertising is not considered “advertising” for IRS purposes because it is an internal cash movement, not really a paid ad. Regardless, branches are strongly encouraged to use a branch check when purchasing event ad space. This makes it much easier to balance transfers between exchequers and chroniclers.

Advertising from merchants and/or other non-SCA entities is allowed. These ads get tracked like any other ad on the report forms. The percentage cost should be shown as zero because the amount of actual paid advertising in relation to the amount of content is almost zero for each issue.

Advertising income and expense are covered in detail in the Branch Exchequer’s Reference Handbook.

III. EXPENSES

Kingdom newsletters are printed by a vendor. Several kingdom newsletters all use the same vendor.

It is important to keep track of when invoices should be paid so that the kingdom doesn’t fall behind on payment with the vendor. The Kingdom Chronicler will get all the invoices and should turn them over to the Kingdom Newsletter Exchequer as soon as possible so that the invoice can get paid promptly.

CHAPTER 10: HANDLING BAD CHECKS

If a check bounces after being deposited into an SCA account, there are procedures to follow to attempt to recover the funds. Most banks allow you to resubmit a check after one failure. When you contact the person who wrote the un-honored check, don't assume maliciousness. It is usually just forgetfulness or bad bookkeeping. Let them know you are thinking this, and you will have better success recovering the funds.

I. SCOPE OF INVOLVEMENT

The SCA, Inc. will not get involved in disputes between customers and independent merchants over bad checks or debts. Merchants have legal recourse for collecting money from their customers. These are civil issues between two other parties, neither of whom is the SCA, Inc. The SCA is not involved as the site where the disputed transaction took place, just as a shopping mall is not involved in customer dissatisfaction with a certain store's wares.

II. PRIVACY REQUIREMENTS

All requests for names, addresses, or telephone numbers of any SCA members from merchants, collection agencies, phone solicitors, other organizations, or individuals who are not duly authorized to conduct official SCA business must be refused in all instances. If a subpoena for such information is received, you must comply, but must then immediately notify your superior officers. This does not apply when someone is asking for a contact point for information. In this case, the Seneschal's contact information should be provided, as he or she is the legal representative for the branch.

III. RECOVERY STEPS

As Kingdom Exchequer, you may or may not be involved in recovery of bad checks personally. The steps here are also included in the Branch Exchequer's Reference Handbook.

If, at any point, the debtor wants to work something out with you, set up a payment schedule. This schedule may extend over the course of a few months, but should not exceed six months. The recommended repayment plan should include a down payment of one-third of the total debt owed. A letter detailing the repayment schedule should be sent to the debtor with one copy kept for your files. Indicate in all your correspondence that money orders or cashier's checks are the only acceptable forms of repayment.

If the debtor does not volunteer to resolve the debt, follow these steps one by one, until you have exhausted all efforts to recover the funds and any fees you have been charged, or it is decided by the Financial Committee that it is no longer worth pursuing.

A. REPORT

List each bad check and any fees you are charged as a receivable on your report. Bank charges incurred from a bounced check do **not** get expensed in order to balance the reports (For example, a \$10 fee charged to the branch goes from cash to receivable, and back again when it's replaced). Do not subtract it from the income from the event. When you receive the funds from the person, just erase the receivable (it's a transfer from Receivables to Cash). If the bank notifies you of the bad check after the report has been filed, just list it on the next report.

B. RESUBMIT

Sometimes checks may be submitted more than once, depending on your banking institution. If the check was returned for insufficient funds, and you haven't heard from the person involved, resubmit the check in 7 – 10 days (this allows time for the debtor to receive a paycheck).

C. CONTACT BY PHONE

Attempt to contact the person by phone, using the phone number on the check. Don't accuse them of anything. Tell them that the check was returned, that you are still owed the original amount, and state that any fees which the bank charged you are now also due from them. Let them know that you are assuming it was some sort of bank mistake at their bank or a simple error that can be easily and quickly corrected. Ask them when you may expect payment, and give them the name and address of the person to whom a money order should be sent. Don't tell them to send cash through the mail! Request a money order for their protection in case the problem initiated with the bank. Give them your address or phone number should they need to contact you, and so they can let you know when the money order is being sent. Let them know that you are willing to work something out if they cannot pay the amount all at once. After about two weeks of messages and no contact, try calling at odd hours within reason -- they may work second or third shift. However, don't harass them, or shift your schedule trying to contact them. If you call once a day at different times for a week with no success, go to the next step. Keep receipts for your calls if they are toll or long-distance calls.

D. CONTACT BRANCH FOR INFORMATION

If you still have no luck after calling (or if the phone is disconnected), contact their branch Seneschal or Exchequer (if it is someone outside your branch) to see if this is really worth pursuing. They may know the person's new address if

they have moved. They also may be able to let you know if it is a lost cause. This is why having their local branch stated on the check when it is accepted is a good idea - more ways to contact them.

E. CONTACT BY MAIL - 1ST ATTEMPT

Attempt to contact the person by mail. In the letter state the current date, the date the check was written, the check number, the amount, the amount of any fees you have been charged, where to send a money order, and by when you expect a response. State that you are willing to work something out if they cannot afford to pay the entire amount at once. Send a copy to (cc:) their branch Exchequer, your branch Seneschal, and your superior officer. (Their branch officers aren't required to do anything, but just having someone in their branch know they bounced a check can be enough embarrassment to prompt them to cooperate.)

There is a form letter at the end of this Chapter that you may use as a guide to help you write your own letter.

F. CONTACT BY MAIL - 2ND ATTEMPT

If your deadline passes with no response, contact the person by mail again, after checking with their branch Seneschal for their most current address (the other letter may have gotten lost in the mail). State the same information as on the last letter, using today's date, but include the fact that you have every right to report this bad check to a credit information network. If the amount in question is more than a few hundred dollars, you may want to consider small claims court, and include this in the letter. Enclose a copy of the first letter. Copy (cc:) their branch Seneschal and Exchequer, your branch Seneschal, and your superior officer. There is a form letter at the end of this Chapter that you may use as a guide in writing your own letter.

G. REQUEST CONTACT USING KINGDOM NEWSLETTER AND EMAIL LISTS

If your deadline passes with no response, put notices on public email lists and in the Kingdom Newsletter. The notice should only request that the person contact you as soon as possible to resolve unfinished business with the kingdom or a branch. Since this method can also be used to gain permission to deposit a stale check or verify contact information, the general public shouldn't assume that your request for contact means they bounced a check. As long as you don't say why you need to contact them other than 'unfinished business', there should be no problem.

H. RE-EVALUATE

At this point the cost of recovering the funds may be greater than the amount of funds due itself plus phone calls, postage, aggravation, etc. You may decide to write it off as a Bad Debt at this time. Contact your Financial Committee and let them know the status so that they can make the decision to drop the issue or continue pursuing it.

Explore other alternatives, such as asking their branch Exchequer to post in their branch newsletter that person's name as having 'unfinished business with the Exchequer' and see if they can work something out with them for you. The Kingdom Exchequer might be willing to do this as well, if the amount was large enough, or enough other branches have had problems with this same person.

I. CONTACT BY MAIL - 3RD ATTEMPT

If you decide to continue, try sending a third letter by registered mail. You can use the second letter template, but add information about the second letter sent just after the information about the first letter. Include a copy of the first two letters, and copy (cc:) their branch Seneschal and Exchequer, your branch Seneschal, and your superior officer.

J. WRITE OFF OR REPORT TO LEGAL AUTHORITIES

If you have not recovered the funds after six months have passed, write it off, and don't accept checks from this person again. Decrease Receivables by the amount of the debt plus fees and expense the whole amount under Bad Debt. You have the option of reporting the bad check information to credit information networks, or, if the amount is large enough, going to small claims court. Even if you get judgment in small claims court, it is up to you to collect. The court won't help you any further than order garnishment of wages. Be aware that you must request a garnishment order, and it will cost you money to do this. Contact your superior officer for information on how to proceed if either of these are the decision of the branch or guild's Financial Committee. The Seneschal is responsible for these types of legal issues.

IV. IMPLEMENTING KINGDOM LEVEL BAD CHECK LISTS

One thing a Kingdom Exchequer can do to help resolve bad checks is to maintain a kingdom-level bad check list. **This list must not be made public.** It may only be released to warranted Seneschals and Exchequers. If you have a private, subscription controlled, email list, you can post it there to the exchequers.

A. MANAGING THE LIST

Once you decide to keep a bad check list, the first thing to do is to document the rules for getting on and off the list. You can decide to add names once they have bounced one check, or make it more. You can decide to add names only after they have been contacted and there has been no response. The important part is to develop a process and document it.

The second thing to do is to decide how names get off the list. You can decide that as soon as a debt is paid off they can be removed, some time after they pay, or just a timeframe in general (i.e., 2 years). If you find that there are names that are repeated often, you may want to have rules about number of occurrences adding to the time on the list.

You may also want to put in policies or procedures for managing someone paying off a debt at another branch's event: whether it is acceptable to do so, and if so, what are the procedures for making sure the first branch gets their outstanding amount, when and how. This is not common, and not recommended.

It is a good idea to put the rules for getting on and off the kingdom list in Kingdom Financial Policy or Kingdom Law. That way you are covered from allegations of improper addition or lack of addition to the list.

B. DISPLAY OF THE LIST

1. The list must not be labeled obviously as a 'Bad Check List' if it is on the surface of the gate table.

It can be on the inside of the cash box lid, it can be on the table with no heading, it can be hanging from the staff side of the table. Just not out on the surface where any reasonable person can deduce it's a bad check list.

2. The list must not be published in any form.

It can be made available upon request from the Kingdom Exchequer to warranted Seneschals and Exchequers. It can be sent via email to a private and subscription-controlled email list for Seneschals or Exchequers. It can be stored on a Kingdom web page with ids and passwords to protect it. However, anyone accessing that information must know that it is confidential and dissemination is not allowed.

3. Any person working at the gate table that may come in contact with it should know what it is, and should also know that it is strictly confidential information.

If you find out that someone has been gossiping about the contents of the bad check list, you are certainly well within your rights to impose an administrative sanction that the gossiping person never serve at a gate again, or hold a financial position. It may be helpful to have some sort of 'gate staff' pamphlet that outlines the responsibilities for agreeing to work at gate before anyone can be allowed to work at gate. This way it would be much harder for someone to plead ignorance of the rules if they go ahead and talk about those on the list inappropriately.

C. USE OF THE LIST INFORMATION AT EVENTS

When running gate and someone shows up who is on that list, we are **not** required to accept a check from them. In fact, we are not required to accept a check from anyone at all.

We can politely and quietly inform them that we will happily take either cash or a money order, but we cannot accept a check from them at that time. If they make a fuss, don't join in. Just keep politely and quietly stating that we would be happy to admit them to the event once the required fees are paid, and that we require the fee from them to be either in a cash or money order form. If they ask why, tell them that we are not required to take checks from anyone, and that they need to talk to the branch exchequer or seneschal.

If they start backing up the line, have someone take them aside to talk to the branch seneschal or exchequer regarding the situation. If you are that officer, then make arrangements to take them out of the line to speak with them privately.

You can tell them privately that they are on the Kingdom bad check list and what the events and amounts are. If they wish to attend the current event, they may only use cash or a money order. Inform them they must contact the Kingdom Exchequer to clear up any outstanding amounts and be removed from the Kingdom Bad Check List.

D. SHARING THE LIST INFORMATION

It is allowable to share a Kingdom's bad check list with other Kingdom Exchequers or large event Exchequers as long as it is kept private (via email or post). The same confidentiality requirements exist in all Kingdoms.

V. SAMPLE LETTER TEXT

<modern name>

<address>

Dear <modern name>,

It is my sad duty to let you know that the check you wrote at <event> (<check number>, <date of check>) in the amount of \$<amt> on your <bank name> account was rejected by the bank for <NSF><closed account>. This has resulted in a service charge of <charge> to <branch> by its bank. A copy of the check and charge are enclosed for your review.

As I am sure that there was a misunderstanding or other error that resulted in this circumstance, I would appreciate it if you could send me a replacement <check><money order> in the amount of <total due> no later than <date>. Please make it payable to SCA, Inc. - <branch> and send it to me at the above address. If there is any difficulty with this, please let me know immediately. I look forward to receiving your replacement check.

Sincerely,

<Your modern name>

<Your office>

Cc: <list>

CHAPTER 11: HANDLING POSSIBLE THEFTS

If you hear of or find a discrepancy in the books or inventory, or suspect that a theft may have occurred, this section will let you know how to determine whether it is actually a theft or not, and if so, who to talk to, when to talk to them, what to tell them and what you will need when you talk to them. Hopefully, you will never have to look at this section or need to follow these directions.

Problems can be found through preparation of the year-end report, an audit during a change of officer (whether the change was sudden or expected), after an event during preparation of the final report, when inventory is taken, or when a check bounces that shouldn't.

Branch exchequers can detect errors when they take office by checking the figures for the previous year and the inventory. Encourage the branch exchequers to have the final report done within a month for all events. All of this helps cover them in case of problems. The most important thing they need to remember is that once they have determined that there is a problem, **IT MUST BE REPORTED IMMEDIATELY** to the Kingdom Seneschal and the Kingdom Exchequer. There are NO exceptions to this - not even for their or your best friend, knight, apprentice, squire-brother or liege lord. Theft is a modern crime and must be reported to the modern authorities. Acts of theft will be prosecuted and the Board of Directors will require that the Kingdom prepare a request for appropriate disciplinary action. Appropriate disciplinary action can be anything up to and including revocation of membership in the Society. Failure to report a theft once it is discovered will be grounds for disciplinary action against the officer(s) who failed to report the situation.

The second most important thing to remember is not to contact the person they think is responsible, or talk to anyone other than the Kingdom Seneschal and Kingdom Exchequer about the situation until they are instructed to by the superior officers. Local officers are not to try to confirm whether a theft has occurred or try to negotiate with a suspected thief, because this can muddy the waters if a criminal or civil suit becomes necessary. You, the Kingdom Exchequer will handle that.

I. HOW TO INVESTIGATE A POSSIBLE THEFT

If a possible theft is suspected after an officer has left office abruptly, chances are good that there are sketchy financial records or no records at all for the branch. If this is the case, the first thing to do is to contact the bank where the branch kept their account, and verify who the authorized signers on the account are. This is where the Kingdom Exchequer being a signatory comes in handy.

Find out what needs to be done to either freeze the account, or remove the suspected thief from being a signer on the account, and follow those procedures immediately.

Request from the bank copies of the bank statements and all transactions that have taken place during the period when the suspected theft took place, which could be their entire tenure as Exchequer. Follow the procedures for file reconstruction in Chapter 2, section XI.A.

It should be made clear to the branch officers involved that if file reconstruction is necessary, the branch will have to pay the associated costs. It may be possible to obtain reimbursement from the responsible person once theft is proven.

Once copies have been obtained from the bank, a reconstruction of the branch's activities can be done using a spreadsheet ledger. Start with the numbers you know are good, either from a prior report or simply starting with the cash in the bank based on the bank statements. Review all the checks written from the account and look for the following indicators of problems:

A. Are the required signatures on each check?

Have any of the signatures been forged? One way to tell if checks have been forged is to compare the signatures on various checks over a period of time, for the same signers. If the signers are cooperative, get samples of their signatures; otherwise request a copy of the bank signature card to compare against the checks.

B. Are the checks for legitimate branch expenses?

Do they match those activities that were known to take place during the time period involved? Or are they being written to mini-marts near the home of the person under investigation?

C. Are any checks written to cash?

Were any written directly to the person suspected of the theft or just to 'Cash'? Who signed the checks? What were they told about the checks when they signed them? Do they know why it was written to 'Cash'?

D. Do the deposits match the event reports?

Are all of the funds reported as received by the gate being deposited into the bank? Are all funds received by the branch being deposited? Can all the deposits be traced to a particular event, fundraiser, or other activity? Do there appear to be any deposits missing? Have all the deposits occurred within 14 days of the event, fundraiser, or other activity?

E. Were there long delays between event dates and the proceeds being deposited?

Any period longer than a couple of weeks is a bad sign.

F. If transfers were made between a savings account and checking account, were they "shorted" of cash during the transfer?

This is done by requesting "cash back" when someone actually goes to the teller window. Generally, the person making the request must sign the withdrawal/transfer slip when cash is received.

G. Are checks made out for legitimate looking expenses (i.e. to vendors) actually being endorsed by the person to whom they are written, or someone else?

H. Do the checks and the amounts that clear the bank account actually match what is recorded on the check register?

I. Has the amount of receivables for bounced checks increased markedly over the period of time in question?

In one review, the receivables literally doubled because, while the person bouncing the check was repaying the money when contacted by the Exchequer, they repaid with cash that was never deposited.

J. Are any checks made out to the SCA branch being cashed by someone else?

If gate funds are missing and you can track down someone you know attended and paid by check, ask to see the back of the check they used, or ask them to get a copy of the front and back of that check from their bank. Check the endorsements on the back - are additional "pay to" lines added back there? Frequently, banks will process checks presented to them in person for cash differently than deposited checks. There will be a computerized line on the front telling you that the check was cashed at a teller window.

K. Are cleared checks written for the same amount that they cleared for?

For example, if the books record a \$25.00 expense, but the check clears for \$250.00, did someone alter the check after it was written or while it was written? When checks clear, the amount they clear for is written in magnetized ink on the bottom right corner of the check (it will be in a font similar to the account number and check number down there).

While there are certainly other ways to steal money from us, these are the ones that have come up during actual reviews and some of them are more common than others. If you suspect a problem, these are the places to start looking. Some thieves will be less careful than others and therefore easier to detect.

II. THEFT RESOLUTION PROCEDURES FOR SENESCHALS AND EXCHEQUERS

These procedures should be used as soon as a theft is suspected. Please remember that a lot of what look like thefts may be bad bookkeeping procedures or failure to comply with stated procedures and timeframes for a variety of reasons. Also included are situations where the money was removed and later replaced before the irregularity was detected.

If a local Seneschal or Exchequer suspects a theft or other fiscal wrongdoing, they must immediately report it to both the Kingdom Seneschal and the Kingdom Exchequer. Kingdoms can determine whether they want Principality/regional officers in the reporting chain or not in these matters. Immediate reporting to the Kingdom officers applies whether the person involved is an officer, an Event Steward, or a beloved peer—all financial irregularities must be reported immediately. The Kingdom officers or their deputies will confirm whether a theft has occurred. Do not have local officers try to confirm whether a theft has occurred or try to negotiate with the person involved, because this can muddy the waters if a criminal or civil suit becomes necessary. In fact, please warn local officers not to contact a person suspected of theft unless directed to by the Kingdom Officers.

If a Kingdom Seneschal or Kingdom Exchequer suspects a theft, these procedures also apply. Please keep in mind that both of these offices will be involved throughout this process, so both should be involved from the beginning. Good communication between the Seneschal and Exchequer is critical in this situation. Each must know what the other has done or is doing at all times when there is an investigation. Do not assume that the other officer is being kept in the loop by anyone else.

A. For amounts under \$250:

If the amount is minimal, it may not be possible to press charges or even file a police report. However, try to file a police report. They may decline to accept it or allow you to file depending on the circumstances, but try anyway.

1. Report

The suspected theft should be reported to the Kingdom Exchequer and Kingdom Seneschal immediately. The local officers should not contact the person implicated. It is not unusual for the branch to think at first that there has been a simple error—as long as that is the case, speaking with the person involved is permissible. However, if it is clear from the start that the problem is theft rather than error, do not voice those suspicions to the suspected thief. If the suspect has been spoken to, be sure to let the Kingdom Officers know.

2. Verify

The Kingdom Exchequer or their deputy will verify whether the suspected theft has occurred, either by reviewing the documentation provided by the branch or by performing an independent investigation. If the Kingdom Exchequer is satisfied that there has been a theft (rather than an error in bookkeeping), they will work with the Kingdom Seneschal to pursue the matter. If the matter is due to bad financial procedures, administrative sanctions may be applied, and the process stops here.

3. File

The Kingdom Officers will direct the local Seneschal (as legal representative) and Exchequer (as financial officer) to file a police report with the appropriate jurisdiction. Ask the authorities whether pressing charges now will make it harder to change the charge later if further investigation turns up more missing money. If it won't hurt us and they'll let us file, the locals should file charges.

If pressing charges now would preclude charging them for other offenses, have the local officers inform the authorities that the SCA does not wish to press charges at this time, but wishes to make a report in case further investigation turns up additional problems.

Either way, make sure that the local officers obtain a copy of the report when it is available, keep it with the documentation of the case, and forward to the Kingdom Exchequer and Kingdom Seneschal copies for their files. If the local jurisdiction won't file a report for any reason, have the local officers make and sign a note that they did speak with the authorities, including names, titles and dates.

4. Contact

The Kingdom Officers acting together will contact the person involved regarding their investigation, and give the person the opportunity either to explain why the suspicions are unfounded or incorrect, or to replace any stolen money/equipment. Note that a simple denial of guilt is not a sufficient explanation.

5. Wrap up

Once the Kingdom Officers are satisfied that a theft has taken place, they should include a full accounting of what occurred in a report to their Society superior officers and confer with the Crown about appropriate sanctions. Depending on the circumstances, this may include administrative sanctions, banishment at some level and/or a request for revocation/denial of membership.

B. For amounts between \$250 and \$1000:

If the amount is moderate, it may still not be possible to press charges, but we should be able to file a police report.

1. Report

The suspected theft should be reported to the Kingdom Exchequer and Kingdom Seneschal immediately. As above, the local officers should not contact the person implicated.

2. Verify

The Kingdom Exchequer or their deputy will verify whether the suspected theft has occurred, also as above. If the Kingdom Exchequer is satisfied that there has been a theft, they will work with the Kingdom Seneschal to resolve the matter. If the matter is due to bad financial procedures, administrative sanctions may be applied, and the process stops here.

3. Report Higher

Once the Kingdom Officers are satisfied that a theft has taken place, they should inform their Society superior officers immediately by phone or email, giving a complete report of what has occurred. The Society officers will be kept informed of subsequent steps.

4. File

The Kingdom Officers will direct the local Seneschal and Exchequer to file a police report with the appropriate jurisdiction, again as above. Obtain a copy of the report when it is available and keep it with the documentation of the case.

5. Contact

The Kingdom Officers acting together will contact the person involved regarding their investigation, and give the person the opportunity either to explain why the suspicions are unfounded or incorrect, or to replace any stolen money/equipment. Note that a simple denial of guilt is not a sufficient explanation.

6. Wrap up

Once the Kingdom Officers are satisfied that a theft has taken place, they should include a full accounting of what occurred in a report to their Society superior officers and confer with the Crown about appropriate sanctions. Depending on the circumstances, this may include administrative sanctions, banishment at some level and/or a request for revocation/denial of membership.

C. For amounts above \$1000:

If the amount is large, it may still not be possible to press charges, but we should try. In some cases, amounts as little as \$500 is a felony offense. At the very least, we should be able to file a police report.

1. Report

The suspected theft should be reported to the Kingdom Exchequer and Kingdom Seneschal immediately. As above, the local officers should not contact the person implicated.

2. Verify

The Kingdom Exchequer or their deputy will verify whether the suspected theft has occurred, also as above. If the Kingdom Exchequer is satisfied that there has been a theft, they will work with the Kingdom Seneschal to pursue the matter. If the matter is due to bad financial procedures, administrative sanctions may be applied, and the process stops here.

3. Report Higher

Once the Kingdom Officers are satisfied that a theft has taken place, they should inform their Society superior officers immediately by phone or email, giving a complete report of what has occurred. The Society officers will be kept informed of subsequent steps.

4. File

The Kingdom Officers will direct the local Seneschal and Exchequer to file a police report with the appropriate jurisdiction, again as above, as well as investigate what is necessary to press charges. If, for any reason, the local branch should not be involved in filing the police report, the Kingdom Officers will report the theft to the police. Obtain a copy of the report when it is available and keep it with the documentation of the case. Remember to stress that the SCA will work with the police in any necessary investigation.

Do not wait indefinitely for the police to decide on whether or not they will prosecute a particular case. Call them regularly if it is necessary, and make it clear to the officer in charge that the SCA would like rapid prosecution if possible

5. Keep the Society Officers informed

Once the Kingdom Officers are satisfied that a theft has taken place, they should include a full accounting of what occurred in a report to their Society superior officers and confer with the Crown about appropriate sanctions. Depending on the circumstances, this may include administrative sanctions, banishment at some level and/or a request for revocation/denial of membership.

6. Contact

Only if and when the police think it is appropriate, the Kingdom Officers acting together will contact the person involved regarding their investigation, and give the person the opportunity either to explain why the suspicions are unfounded or incorrect, or to replace any stolen money/equipment. Note that a simple denial of guilt is not a sufficient explanation.

7. Legal Assistance

In a criminal case, the State's Attorney will usually prosecute the case, so we likely won't need a lawyer for that trial. If the police decline to prosecute, or if recovery of funds can happen only with a civil action, a suit may have to be filed. Most likely, this will be a Small Claims Court action, but that will vary by state. Remember that SCA policy is to pursue redress in all cases of theft—see Corporate Policies VII.

As soon as possible after the criminal case is resolved, the branch and Kingdom Financial Committees (after consulting with the Society Exchequer and the President of the SCA, Inc.) should decide whether to commit the funds to consult with a local attorney to get their opinion on possible further courses of action. Many SCA members who are attorneys will take a case like this on a pro bono (without charge) basis, or can refer you to another attorney who may donate all or part of his time. However, if no pro-bono lawyers can be found, the Financial Committee needs to decide whether to pursue the issue in civil court with a paid lawyer. If a pro bono attorney cannot be obtained, the branch or Kingdom may have to pay for legal services.

8. Keep the Society Officers informed

Make sure that you update the Society Seneschal and Exchequer weekly, even if there is nothing new to report. Copies of all documentation should be sent to both the Society Seneschal and the Society Exchequer. The Society Seneschal will be dealing with any banishment or revocation/denial issues, and the Society Exchequer may need to interpret financial documents for the Board and may be called as a witness in any trial, especially for information about any internal fiscal investigations.

9. Request Information on Internal Sanctions

Once either a criminal or civil procedure is underway, ask the police liaison or the attorney if the SCA can implement banishment and revocation/denial procedures, in other words, ask them if the SCA can remove the suspected thief from

our club without imperiling any investigation. Follow their advice in terms of what steps to follow. Call or email your Society superior officers to let them know what the police/attorney recommends as soon as possible.

10. Follow the Case Resolution

If prosecution or court action is not taken, whether because of expense, because the evidence is compromised, or for any other reason, the Kingdom Officers should contact the Society Officers and discuss contacting the suspected thief regarding the investigation (as above).

11. Wrap up

Once any legal action has been concluded, if this has not already been done yet, the Society Officers will direct the Kingdom Officers to confer with the Crown about appropriate sanctions. This will include a request for absolute banishment and revocation/denial of membership.

D. Higher Level Branches

Adjust all these procedures as necessary if the theft is on the Principality/Regional or Kingdom level. If the Kingdom Seneschal or Kingdom Exchequer suspects that a Crown is misappropriating funds, call both the Society Seneschal and the Society Exchequer immediately. If a Kingdom Seneschal suspects a Kingdom Exchequer, or vice versa, call the Society Seneschal and the Society Exchequer immediately.

CHAPTER 12: UNIFORM SANCTION PROCEDURE

It is extremely important that you inform the Society Seneschal and the Society Exchequer of a potential sanction as early in the process as possible so you can understand the steps that must be taken to impose the sanction. Without proper documentation and notification, sanctions can and will be overturned by the Board of Directors or Superior Officers. Remember too, that a sanction without merit or unfairly imposed will be lifted, and the Royalty and/or officer that imposed it may be subject to sanctions.

The requirement that sanctions be imposed for “just and stated cause” means that the cause for all sanctions must be documented, and made known to the proper people in a specific order. Regardless of the type of sanction, it is your job to ensure that financial sanctions imposed in your Kingdom are properly documented, and that all required steps are completed when a sanction is imposed. Any sanction for a theft-related action is may be permanent, and therefore must involve the Society level officers and the Board.

I. TYPES OF SANCTIONS IN CORPORA

Corpora, Section X: Sanctions defines two types of sanctions: “Royal Sanctions” that can be imposed by Royalty, and “Administrative Sanctions” that can be imposed by Officers. In all cases, sanctions must be for “just and stated cause”, and the restrictions applied for each type of sanction are outlined in Corpora X.

II. UNIFORM SANCTION PROCEDURE

Whenever a situation occurs that may qualify for a sanction as described in Corpora X., six steps must be followed: Mediation, Justification, Implementation, Notification, Review, and Appeal. These steps remain the same no matter what level of the Society is imposing sanction on a participant. The only thing that differs is the nature of the restrictions that apply for sanctions at each level, and the type of review required.

In all cases, the Kingdom Seneschal must be informed and copied on all documentation. The Kingdom Seneschal is responsible for making sure that all proper procedures have been followed when applying sanctions. This is for everyone’s benefit.

A. Mediation

In all cases except the most severe breaches of Society Governing documents and policy, mediation can often lessen the level of sanction required. Administering parties are advised to attempt to resolve issues at the lowest level possible. It is also important that attempts to mediate the issues at hand be documented as they are attempted.

B. Justification

There must be a just and stated cause for any sanction. This cause must be documented in writing, along with any substantiating written evidence that is available. Before any officer imposes a sanction, justification should be clear and present. When a history of attempts to mediate an issue have been unsuccessful, documentation of the efforts made to resolve the issue, and the participant’s role in those mediation attempts may be an important part of the just and stated cause for a sanction.

C. Implementation

The following rules must always be followed when implementing a sanction.

1. Under no circumstances should the cause for the sanction ever be announced in a court or published in any branch publication.
2. Administrative sanctions are not published in branch newsletters or in courts.
3. A Society Level ban from office or position (such as gate staff/equipment deputy) that lasts beyond a single event must be published to all of the Kingdom Exchequers and Kingdom Seneschals to ensure enforcement if the sanctioned party moves to another Kingdom.
4. The Kingdom Seneschal must be kept informed of all pending actions relating to a sanction in order to ensure that all required steps are taken. This protects the sanctioning officer from mistakes that could invalidate the sanction.
5. Documentation supporting the sanction will be collected and organized into a packet for the review either before the sanction is imposed, or immediately thereafter. This documentation is to be stored for at least seven years, and depending on the length and severity of the sanction, possibly permanently.

D. Notification

Notification of the sanction must be made to the sanctioned individual and all required SCA officers in writing within ten business days. **Notification of the sanctioned individual must be documented via the use of return-receipt mail or shipping receipt.**

1. A Society Officer issuing an Administrative Sanction must inform as to the specific cause and occasion of the sanction:
 - The sanctioned individual,
 - The Kingdom Seneschal, the appropriate Kingdom Officer and the Crown of the realm of the sanctioned individual, and
 - The appropriate Board Ombudsman.
2. A Kingdom or Principality Officer issuing an Administrative Sanction must inform as to the specific cause and occasion of the sanction:
 - The sanctioned individual,
 - The Kingdom Seneschal,
 - The officer's superior at the Society or Kingdom level, and
 - The Crown or Coronet as applicable.
3. A Local Officer issuing an Administrative Sanction must inform as to the specific cause and occasion of the sanction:
 - The sanctioned individual,
 - The Kingdom Seneschal,
 - The appropriate Kingdom Officer,
 - The local officer's immediate superior if that isn't the Kingdom Exchequer, and
 - In the case of Baronial or Canton Officers, the Baronage must be informed as well.
 - In the case where the branch is within a principality, the Principality Exchequer and the Coronet.

E. Review

Within thirty business days of the sanction being imposed, a packet including justification and proof of notification must be provided to the reviewing authority defined in Corpora for that type of sanction. The reviewing authority will document their decision in writing to the imposing authority and the sanctioned individual.

1. Administrative Sanctions at the local, Principality, or Kingdom level will be reviewed by the superior officer upon receipt of notification. If a sanction is determined to be without merit or has been unfairly imposed, the sanction will be lifted and the officer that imposed it may be subject to sanctions. A decision may be appealed to the next person up the chain of command, following the appropriate procedures of that office.
2. The Board will not automatically review Administrative Sanctions; however, members may appeal an Administrative Sanction to the Board as provided in Corpora I.C.3. If upon appeal the Board determines that a sanction is without merit or has been unfairly imposed, the sanction will be lifted and the officer that imposed it may be subject to sanctions.

F. Appeal

Appeals may be made by sanctioned individuals, beginning with the next level up the chain of office. It is not acceptable to bypass levels of office in problem resolution.

Reviewing an appeal means that the reviewing officer must:

1. Read all the documentation provided,
2. Make sure that all required steps were taken to resolve the situation before imposing the sanction,
3. Make a list of questions (if any), get them answered, and
4. Include the list of questions, answers, and who provided the answers, with the appeal documentation **before** rendering a decision on whether to uphold or overturn the sanction. The decision must also be documented in the files so that if another higher appeal is filed, the lower decision process is part of the next level's review.

III. ADMINISTRATIVE SANCTIONS

Administrative sanctions may be appropriate when negotiations, discussions, and working with people cannot prevent a disruption to SCA branch activities. As stated earlier, documentation of attempts to mediate issues with the sanctioned individual can be an important part of the justification for an administrative sanction.

A. Types of Administrative Sanctions Available

Kingdom Exchequers can impose limitations that inhibit or prevent participation within SCA branch functions in a general or specific way, up to the length of their tenure in office.

Branch Exchequers may impose limitations that inhibit or prevent participation with branch functions, but only for specific instances, such as one event or one meeting.

These limitations can be:

1. Removal of financial responsibility for a single event, meeting, practice, or gathering.
2. Termination of a warrant of office under the jurisdiction of the Exchequer chain. It should be noted that gate staff and deputies for equipment tracking are in this chain.
3. Ban from holding a particular (or any) office or position in the Exchequer chain (either for a term or permanently).

B. Duration of Sanctions

1. Branch Exchequer

A Branch Exchequer may not impose a sanction lasting longer than a single event, practice, meeting, or gathering. If the matter requires a more long-term solution, it should be referred up to the Principality or Kingdom Exchequer for action. The sanction must be in accordance with Corpora X.B Administrative Sanctions, the Uniform Sanction Policy in the Society's Seneschal Handbook, and the Uniform Sanction Procedure outlined above.

2. Principality/Kingdom Exchequer

Officials at this level may invoke sanctions, either as a single instance, or as a longer-term effect. The sanction must be in accordance with Corpora X.B Administrative Sanctions, the Uniform Sanction Policy in the Society's Seneschal Handbook, and the Uniform Sanction Procedure outlined in this document.

3. Society Exchequer

The Society Exchequer may invoke sanctions as described above, but will use the following guidelines in determining a measured response to a situation.

- a. Chain of Command will be used to determine whether the matter can be satisfactorily resolved at a lower level. If so, it will be referred down the chain.
- b. Permanent or long-term bans will only be used in response to a severe breach of the Governing Documents or Society Financial Policy.

IV. SAMPLE LETTER TEXT

Fill in the blanks, and unbracket any appropriate text. Use appropriate letterhead.

<modern name>
<address>
<date>

Dear <Modern name>:

This letter is to inform you of an Administrative Sanction that has been applied to you effective today as described in Corpora section X.B.

<You are hereby forbidden to be a signatory on any account using the SCA, Inc. Tax ID.> <You may not hold any financial office, you may not handle any Society funds in any capacity, and you may not hold any position of financial duty or responsibility in this organization from this date forward.> <Other sanction text.>

<This sanction ends as of <date>.> <This sanction is being submitted to the <next higher level up> with a request for possible extension.>

This sanction is directly in response to your actions during your tenure as <officer>, specifically: <itemized offenses>.

During the timeframe of this sanction, should you seek and be appointed to an office with an inherent financial duty or responsibility, you may neither fulfill that duty nor exercise that responsibility. You must instead delegate those duties and responsibilities to someone else approved by the Society Chancellor of the Exchequer for a Society Office, or the appropriate Kingdom Chancellor of the Exchequer for a Kingdom office.

You may appeal this sanction to the <next higher level up> by writing to them <at the Corporate Office> <at their address>.

In Service,

<your modern name>
Kingdom Chancellor of the Exchequer, <kingdom>
Society for Creative Anachronism, Inc.

Cc: <Board of Directors – for Society level sanctions>
< modern name>, Treasurer, SCA, Inc.
< modern name>, Society Exchequer, SCA, Inc.
< modern name>, Kingdom Exchequer, <kingdom>
< modern names>, Crown, <kingdom>
file